

[illegible]

EXECUTIVE SUMMARY

Sports organizations have for decades conducted business along the simple myopia ‘ if we play, they will come”. The recent surge in entertainment offers for consumers make it necessary for football clubs to adapt their offerings to fans, in order to stay relevant and to retain the fans as loyal customers.

Leveraging digital medias as a platform for interaction between the club and fans, as well as amongst the fans is a key source for information that can yield loyalty and revenues. This is due to the measurability advantages that reside in digital media – in other words, the ability to track individual consumer behaviour and holistically segments fans to create unique value propositions with higher relevancy to the individual fan; this should stimulate loyalty. This, however, require that fans have available a community area with interactive features, such as social profiles, Web TV, discussion boards, blogs or uploading/downloading that can be used to follow behaviour. The information obtained can then be used to increase the value of sponsorship or advertising deals, as the holistic picture of fans allow companies to better identify targets.

FC Copenhagen (FCK) is without doubt Denmark’s financially strongest club, however, the club is not generating revenues off digital media. This is despite the fact that the club’s fans are very prone to using digital media in interactive and measurable ways. FCK has a conservative approach toward digital media and is investing relatively little in digital media activities compared to other leading Scandinavian clubs.

Among four criteria (*Design, Navigation, User Friendliness & Content*) used to judge the FCK website, *Content* scored lowest. A Focus Group interview showed that FCK fans are particularly interested in more interactive features where they can express themselves. Currently, this is only possible on the FCK Fan Club website, which did not live up to their expectations. Given the potential to leverage customer information in a commercial context, it is clear that FCK should invest in developing more compelling digital media opportunities for fans to generate loyalty and revenue.

TABLE OF CONTENT

1.0 INTRODUCTION	5
1.1 PROBLEM STATEMENT	6
1.2 CONTENT OF PROBLEM STATEMENT	6
1.3 HYPOTHESES	7
2.0 LIMITATIONS	10
3.0 DEFINITIONS	11
4.0 METHODOLOGY	12
4.1 THE RESEARCH CASE STUDY METHOD	13
4.2 RESEARCH METHOD	14
4.3 SELECTION AND APPLICATION OF THEORY	17
4.4 SELECTION AND APPLICATION OF EMPIRICAL DATA	18
4.4 QUALITATIVE DATA - INTERVIEWS	18
4.4.1 Seven stages of interviewing	20
4.5 QUANTITATIVE DATA	23
5.0 DEVELOPING A DIGITAL COMMERCIAL PLATFORM IN A SPORTING CONTEXT 26	
5.0.1 eBusiness & Sport Management	26
5.1 EBUSINESS	27
5.1.1 Post 'dot.com bubble' eBusiness	29
5.1.2 Understanding commercial activity in Digital Medias	27
5.1.3 The Social Web & Brand Communities	34
5.2 SPORT MANAGEMENT	39
5.2.1 Segmentation of sports fans	42
5.3 EBUSINESS IN A SPORT MANAGEMENT CONTEXT	46
5.4 CONCEPTUAL FRAMEWORK FOR EBUSINESS IN COMMERCIAL SPORTS	48
6.0 INNOVATION LEADERS IN FOOTBALL EBUSINESS	51
6.1 AC MILAN – COMMUNITY FOCUS	51
6.2 FC BARCELONA – BROADCASTING RIGHTS	53
6.3 ROSENBERG BK – TRIAL & ERROR	54
6.4 IFK GÖTEBORG – AD HOC STRATEGY	58
6.5 CONCEPTUAL FRAMEWORK & EMPIRICAL FINDINGS	60
7.0 CASE – FC COPENHAGEN (FCK)	63
7.0.1 FC Copenhagen – Background & Introduction	64
7.1 FC COPENHAGEN – DIGITAL MEDIA ACTIVITIES	64
7.1.1 Conceptual framework & FCK digital media activities	68
7.1.2 Building a platform	68
7.1.2.1 FanZone	69
7.1.2.2 FCK Medias	71
7.1.3 Become an “Aggregator”	72
7.1.4 Extract Value & Personalize offerings	74
7.1.5 Evaluate	75
7.1.6 Re-invest	76
7.2 ANSWERING OF H1	76
8.0 PART II - FCK FANS	77

8.1 SELF-ADMINISTERED QUESTIONNAIRE – PROFILING & FINDINGS	78
8.1.1 <i>Profiling</i>	78
8.1.1.1 Profiling - Age, Gender and Geography	79
8.1.1.2 Profiling - Affiliation and Live Game Attendance.....	79
8.1.2 <i>Technology Proneness</i>	80
8.1.2.1 Football News Update.....	80
8.1.2.2 FCK.dk.....	81
8.1.2.3 Appliance of Web Tools	82
8.2 FAN USAGE & OPINIONS ON FCK.DK	84
8.3 ANSWERING OF H2	87
9.0 CONCLUSION	89
10.0 FOR FURTHER RESEARCH	90
11. BIBLIOGRAPHY	92

1.0 Introduction

“30 years ago clubs from the big cities dominated football, in the past 10 years it has been the clubs with the best television agreements and in 10 years it will be the clubs who are best able to exploit the opportunities presented by the Internet”

Michel Platini, UEFA President – at UEFA HQ, January 2008

The world of sports is entering a new era. An era where the walls between stakeholders such as rights owners, media owners, brand owners and agencies are being knocked down by the fascinating phenomenon known as the empowered consumer. A consumer, whose weapon of choice stems from an ever growing and bewildering technological armoury. Today, more than ever before, consumers are able to select and choose between a vast array of entertainment offers in a multitude of platforms. In order to stay relevant, sports organisations must learn to navigate this transforming media landscape in order to leverage the emerging commercial opportunities presented by this new era where the only certainty is rapid change.

Sports organisations too have an armoury, amidst one which potency in many clubs seems to be dwindling. In order to revitalize their strength, clubs need to adapt. Peter Kenyon, CEO of Chelsea FC believes that a key element of building the business of sports today, is to communicate with fans and that the club's main weapon to do so is its website: *“It is critically important. The Internet is becoming the first reference point. This is the most cost effective way of interacting with our fans. Whether they are in Chelsea, Newcastle or the US”* (Sport Business International no. 120: 31, 2007). Mr. Kenyon's comment reflects the importance of supporter management and foresight on the battlefield of the future – the Internet. The simple marketing myopia “if we play, they will come” is rapidly becoming outdated. Sports organizations can simply no longer take their customers for granted and leveraging digital media opportunities is a way to retain attention and increase participation from fans - bridging the gap between casual interest and loyalty (Tapp in Beech & Chadwick, 2004).

Timo Lumme, Head of Broadcast, IOC outlines the changes: “*We have to maintain relevancy with new audiences in the digital age...youth audiences in particular places greater dependence on new ways of consuming media*” (Sport Business International no. 129: 28, 2007). The changes are not confined to large markets, such as the US or the UK. Although scale economies are undoubtedly an asset, sports organizations in smaller markets like Denmark are challenged with the same global phenomenon.

FC Copenhagen is arguably Denmark’s leading football club, both in terms of sporting performances and financial prowess. While enjoying enormous success, FC Copenhagen is also in a process of evaluation and revision of the opportunities presented by the Internet and other digital media. Although it has been entitled as Denmark’s football flagship club, FC Copenhagen is much smaller than big teams in Europe’s top leagues in terms of fans, international recognition and financial resources. The latter partly due to their lack of an ‘Abramovich’ patron and uncommonly good sense of merchantilism. Consequently, FC Copenhagen’s business model is characterized by focus on commercial activities with ripe revenue potential. Hitherto, digital media has not represented a revenue stream for the club and the club is critically evaluating the opportunities and drawbacks of investing in the development of these media to increase revenue. Based on these circumstances, this project investigates:

1.1 Problem Statement

Why should FC Copenhagen invest in developing digital media opportunities and how prone are FC Copenhagen’s fans to leverage the opportunities?

1.2 Content of Problem Statement

The investigation will critically assess the digital media opportunities that FC Copenhagen faces. It is divided into a *why* and a *how* question that guides the investigation. The analysis of the two parts will be divided into two parts. Part I investigates the first part of the problem statement:

Why should FC Copenhagen invest in developing digital media opportunities

The purpose of this part of the study is to:

- Understand the concepts of digital media in the commercial context called eBusiness and football in the commercial context called Sport Management
- Analyze the potential synergies between the two concepts and propose a conceptual framework that explains the reasoning behind investing in digital media in the sports industry
- Analyze how digital media has impacted football clubs and thereby test validity of the framework
- Apply framework to FC Copenhagen, analyse & conclude on Part I

Part II investigates the second part of the problem statement:

How prone are FC Copenhagen's fans to leverage the opportunities

The purpose of this part of the study is to:

- Understand the sports leisure, entertainment and information needs of FC Copenhagen's fans
- Analyze the digital media user patterns of FC Copenhagen fans
- Discuss FC Copenhagen's fan landscape vs. the opportunities presented in Part I and conclude on Part II

To manage the above-mentioned two-pronged research process, two hypotheses are presented that will serve as structuring tools.

1.3 Hypotheses

Hypothesis 1 (H1): Digital media makes it easier for clubs to learn more about their customers and use it to generate loyalty and revenue.

Hypothesis 2 (H2): FC Copenhagen's fans prefer digital media to other media platforms when seeking sports leisure, entertainment and information.

H1 is set forth to support the answering of the *why* question of the problem statement (Part I), while H2 is set forth to support the answering of the *how* question (Part II). According to Popper (1996 in Bitchs Olsen & Pedersen, 1999), all good hypotheses must be falsifiable and must forbid some effect, or

point at something that falsify it. While this relation is quite simple in H2, it deserves a short explanation in relation to H1. In H1, the first part of the hypothesis (*Digital media makes it easier for clubs to learn more about their customers*) cannot isolated be easily falsified. However, because it stands in relation to the specific purposes of generating loyalty and revenue, it is quite exposed to falsification.

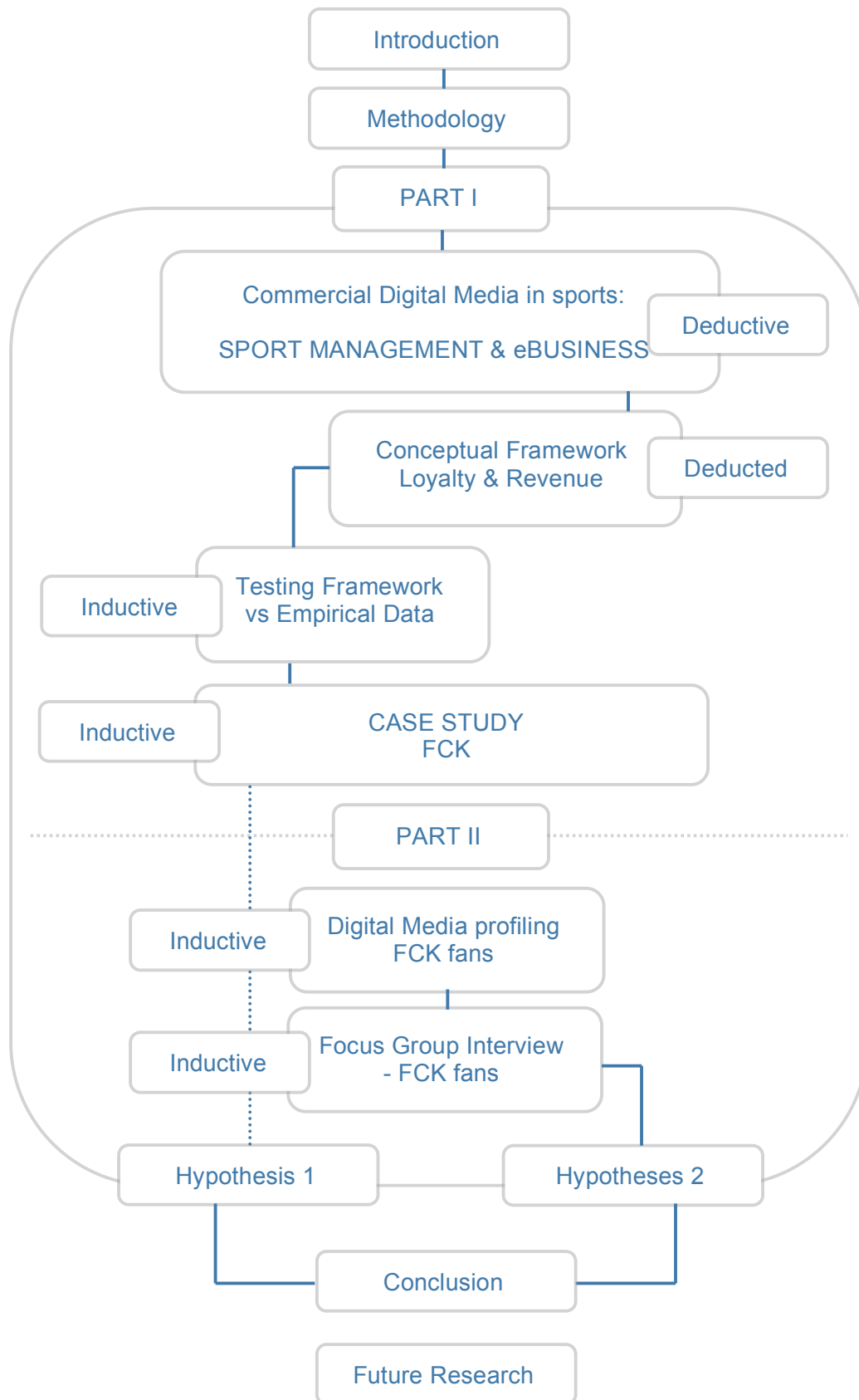
Loyalty and Revenue have been chosen as the two criteria to determine the viability and attractiveness of investing in digital media. This focus is based on Beech, Chadwick & Tapp's (2000b) identification of the main challenges for football clubs – from a commercial standpoint – namely to:

- Attract fans and sell the club's products to them;
- Retain fans and build their loyalty to prevent them 'defecting' to support other clubs;
- Maintain a dominant position against the multifarious competition offered by unofficial sites

In short, these challenges can be summarised as Loyalty and Revenue generation.

For an overview of the sections and progress of this project, please see the following page.

Figure 1: Project Overview



2.0 Limitations

This project focuses on digital media technologies, of which the Internet plays a great enabling role. Obviously, there are many ways of leveraging the technology and while most people would think of the commercial advantages it presents, it is also employed as an irreplaceable organizational tool for management and communication, as well as for training purposes in many sports organisations. O'Beirne & Stoney (in Beech & Chadwick, 2003) classify its use in sports into three categories, of which this project will only focus on the first (highlighted) and delimits itself from looking at the others:

- **Content delivery of commercial sport and eMarketing of sport by organizations with a specific profit focus**
- Educational, coaching and training applications within sport organizations, including tools for managing team performance
- Delivery of services and content to members and stakeholders in non-profit sport organizations

This focus is chosen because it is distinctly profit oriented. It is in line with the focus of the problem statement; delivering sports content that generate loyalty and ultimately revenue.

While the other two fields serve highly valuable purposes in other relations, such as day-to-day organization and development of clubs and education on the value of sport, they are irrelevant in the specific context of this project.

Furthermore, this project is not industry analysis seeking to map competitive rivalry amongst football clubs in the digital sphere. Nevertheless, there is an element of comparison between football clubs for the purpose of enriching the theoretical conceptual framework that is developed in Part I with empirical data. Although several clubs have been interviewed, the purpose is to develop an understanding of the drivers for investing in digital media, not to understand the competition between the clubs in the digital sphere. This study is thereby limited from providing explanatory conclusions on industry leaders, laggards etc. in relation to digital media in the football industry. Such an effort

would require a much more detailed approach in relation to analyzing the entire industry, than offered in this project.

3.0 Definitions

DIGITAL MEDIA: This term refers to digital media that are “on-line”, meaning connected to the World Wide Web or commonly known as the Internet. This mean that a TV or a Radio is not considered to be a digital media in this project. PC’s, laptops and 3G mobile phones are on the other hand considered digital medias.

eBUSINESS: Scholars have yet to settle on a single definition of commercial digital media activities. The multifaceted use of digital media blurs the lines between terms such as e-Business, e-Commerce, e-Marketing, online collaboration and digital interaction. eBusiness is here used as the term for commercial activity that takes place on interactive digital medias via the Internet.

FANS: Customers in a sport context are commonly referred to as ‘Fans’. Fans are arguably the most important pillars of any football club. This term illustrates that customers in football are not merely customers – they are something more. However, the word is misleading in the sense that it derives from the word *fanatic* and therefore implies that sports customers per se are highly loyal (Sullivan in Beech & Chadwick, 2004). It also implicitly suggests that ‘fans’ are a homogenous group by denominating them with this single word of reference. The reality is that today’s sport customers are diverse, take up interest in sport for a number of reasons and that this interest demonstrates varying loyalty levels and thus various segments (Sullivan in Beech & Chadwick, 2004) or fan affiliation tiers (Wakefield 2007, Tapp in Beech & Chadwick 2004). The term ‘fan/fans’ is used here in a broad sense. However, with the awareness that fans a not a homogenous size, thus referring to a wide range of sports customers with different loyalty levels and interests.

FCK: FCK is the Danish abbreviation and 'nickname' for FC Copenhagen (stands for FC København). It will be used for the rest of this study instead of using FC Copenhagen.

SPORT MANAGEMENT: In this study, this term will refer to the commercial side of sports in general. The field of sport management can be defined in six main content areas, for example as delineated by the NASPE-NASSM Sport Management Program Standards¹. The sub-areas are: Management in sport, Legal aspects of sport, Social & Behavioural dimensions of sport, Finance in sport, Ethics in sport and Sport Marketing. Although, some areas are impacted more than others by the commercialization of digital media, these boundaries are blurry and therefore there are no distinctions in the study between the different aspects of commercial sports – called Sport Management.

4.0 Methodology

This section critically discusses the generation of knowledge for the study. This includes a presentation and application of theory and empirical data, as well as a presentation of research method choices. This will include deductive vs. inductive methods of analysis and implications of a research case study. Furthermore, an explanation of the data gathering process will be provided.

The study has a micro/macro focus; Primarily a micro focus, because the focus of the problem statement and the centre of investigation is a case study of the football club FCK. However, it also has a macro focus, because the basis for the analysis of FCK is a wider understanding and analysis of synergies in eBusiness and Sport Management. As mentioned in section 1.1 the project will commence with the development of a framework used afterwards to analyze FCK. In this sense the beginning of the project thus has a more theoretical focus (which is per se also more macro oriented), while the Case Study has a distinctly micro oriented focus.

¹ See www.naspeinfo.org

4.1 The Research Case Study Method

A Case study has been evaluated and chosen as the best strategy to research the topic based on several criteria. Most importantly, a case study brings focus and detail and eases access problems. In the case of the football industry, access problems can be substantial and so the benefits of doing a case study here is greatly enhanced. Furthermore, from a theoretical perspective, case studies are more and more often being implemented for research studies.

According to Yin (2003), several scholars (such as Hamel, 1992 and Perry & Kraemer, 1986) state that case studies are increasingly being applied as a research tool in a wide range of research disciplines. It is also among the most common form of research methods in business management (Martí Sanchis, 2007). Interestingly, the method is also finding its way into sport marketing research methodology (Shannon, 1999).

Case studies have, however, been accused of having an “unscientific feel” to their name (Saunders et al. 2007). The reason might be that case studies are associated with teaching, to stimulate practical and participatory learning in MBA and Masters courses. The objectives of teaching case studies are very different from the objectives of research case studies (Yin, 2003). Research case studies (from hereon just referred to as *Case study*) are, on the other hand, subject to rigorous and fair presentation of empirical data. Nevertheless, they are equivocally viewed by many social scientists as a tool in the preliminary research phase. This view is not shared here.

A good definition of a Case study is provided by Saunders et al. (2007); They state that a Case study is a:

Research strategy that involves the empirical investigation of a particular contemporary phenomenon within its real-life context, using multiple sources of evidence. (Saunders et al. 2007, p: 592)

This definition reflects the unique strength of the Case study; the ability to source data from a full variety of evidence, including documents, artifacts,

interviews, observations and questionnaires. This makes the Case study better suited for answering *why* and *how* questions, than for example Survey or Archival research strategies. Its focus on contemporary events also distinguishes it from other research strategies, such as the *History* research strategy (Yin, 2003). Furthermore, a case study can be an intriguing way to explore existing theory, as well as enable the researcher to question existing theory, based on the particularities of the case, and this way provide basis for future research questions (Saunders et al. 2007).

The importance of context is highlighted by Yin (2003), as the boundaries of a phenomenon being studied and its context are not clearly evident. This is completely opposite to an Experimental research strategy that takes place in for example a laboratory. In this situation, all variables are strictly controlled in a closed environment, however, in the Case Study research strategy there are no such attempts to control outcomes. This is not a strength per se, but depends on the objective of the study. In this case to assess commercial opportunities presented by digital media, with no “correct” outcome.

4.2 Research Method

This study applies a deductive-inductive research approach with the aim to reach exploratory and explanatory conclusions to the problem statement. In the deductive phase existing theory on eBusiness and Sport Management form the basis for understanding and conceptualizing the linkages and synergies between the two areas. The fact that relatively little material on eBusiness in a sporting context exists, make special claim for an initial discussion on how the two fields relate. The deductive phase will thus commence with an introduction to key issues in both eBusiness and Sport Management, followed by a discussion of their interrelatedness in section 5.3. Based on this discussion, a conceptual framework is proposed that will be used in the inductive phase. Data conformed by an analysis of other clubs, which has invested in digital media activities and interviews with the clubs will be used to test the theoretical logic of the framework, empirically. Hereby, the consistency of the theoretical findings and linkages proposed are tested

through qualitative interviews with AC Milan, FC Barcelona, Rosenborg BK and IFK Göteborg, before applying them to FCK.

The two main axes of research choices in any research project are the choice of qualitative vs. quantitative data collection and a deductive vs. inductive approach. The axes do not represent *either - or* choices, but are rather a construct to understand the virtues and drawbacks of each method and to form strategically sound and logical research methods. These should be fit with the purpose and objective of the study involved. As mentioned in the above, both deductive and inductive methods are used here and also both qualitative and quantitative data is collected to reach exploratory and explanatory conclusions.

Studies that are exploratory or include an exploratory element often include Non-standardized research interviews, and also in explanatory studies can these interviews help infer causal relationships between variables (Saunders et al., 2007). This will be discussed in section 4.4 on qualitative data.

- In exploratory studies, in-depth interviews are helpful to depict what is happening and seek new insights. Semi-structured interviews are also relevant in this type of research studies.
- In descriptive studies, structured interviews are useful, as they provide a mean to identify patterns.
- In explanatory studies, semi-structured interviews can be used to understand more detailed, the relationship between specific variables. Structured interviews can also be used in this context to explain variables in a statistical sense.

	Exploratory	Descriptive	Explanatory
Structured		✓✓	✓
Semi-structured	✓		✓✓
Unstructured	✓✓		

✓✓ = more frequent, ✓ = less frequent

Adapted from Saunders et al. (2007), p: 314

A combination of mixed-method and mixed-model research approaches (Saunders et al. 2007 p: 145) are used for this study. In its essence, mixed-method means applying quantitative and qualitative data collection techniques in a sequential way. This means that quantitative and qualitative data is used in different parts of the study to answer the hypotheses. The mixed-model approach *qualities* the quantitative data and *quantitizes* the qualitative data. Here, the answering of H1 is:

- Sequential – mixed-method
 - o Qualitative data from face-to-face interviews

While the answering of H2 is:

- Partly sequential – mixed-model
 - o Quantitative data from online-questionnaire
 - o Qualitative Focus Group Interview

It is increasingly common that such a multi-method approach is used, as it allow for data gathering in numerous ways and from numerous sources; with this in mind, the research method used here will be presented.

The qualitative data is gathered using face-to-face interviews with football clubs (used in Part I) and a focus group interview with FCK fans (used in Part II). The focus group interview is used to triangulate quantitative data from the questionnaire and thereby provide richer insights into the opinions of FCK's fans – hereby the data is *qualitised*. Triangulation means to conform the data obtained in standardized large quantities into a smaller scale with the possibility to ask qualitative questions. Most often, these questions help to clear up information that is difficult to draw conclusions upon, without a follow-up discussion.

The quantitative and qualitative phases can be distinguished by the focus on numerics (numbers) or non-numerics (words). The quantitative aspect in this study is a questionnaire amongst FCK fans. The objective of the

questionnaire is to depict the fans' loyalty level, technology proneness in relation to digital media and use and personal opinion of FCK's website in order to verify or falsify H2 (*FC Copenhagen's fans prefer digital media to other media platforms when seeking sports leisure, entertainment and information*). Implicit, this project also feeds off quantitative aspects from the applied secondary literature in the deductive phase. Many research papers, and theories in particular, deal with large quantities of data gathering.

4.3 Selection and Application of Theory

The literature used for this project provides the theoretical foundation for the conceptual framework and thereby also the foundation for answering H1.

The literature base applied, consist of academic texts within both the field of sport management and eBusiness. As mentioned above, these texts are utilized to deduct a conceptual framework that explains the link between commercial use of digital media in football and how it can lead to higher levels of loyalty and revenue. It is imperative to develop such a framework from the literature base, as existing frameworks are either too general and do not cover the specific linkages between eBusiness and Sport management (i.e. Zwass 1998, Hoffman & Novak, 1996), or are not directly applicable for the objectives of this study (i.e. Hur, Valecich & Ko, 2007). Neither these, nor other digital media frameworks apply well to the context of the research carried out here.

This is partly due to the relative novelty of research on digital media and sports compared to other industries and topics, combined with the fact that the professional football industry is an unconventional business where many generic models are not directly applicable (Beech, Chadwick & Tapp, 2000b, Adamson, Jones & Tapp, 2005).

In this context, it is important to remember that both eBusiness and Sport Management have not been well developed, as fields of research, until the 90's and the interrelation of the subjects even more recently. The framework developed here, however, is by no means revolutionary. Rather, it should be seen as a modifying framework, build 'on the shoulders' of previous models

and frameworks that covers elements within various sub-areas of research. The main challenge is thus to investigate the interrelatedness of these models and frameworks and their impact on loyalty and revenue in a digital media sporting.

In the deductive phase, eBusiness and Sport Management are first presented individually to introduce the reader to the subjects and provide her with an overview of the two entities separately. Thereafter, key elements that link the two fields are presented. These elements are brand community building and segmentation and finally their interrelatedness is discussed to illustrate the loyalty and revenue opportunities that exist between them in a digital context.

4.4 Selection and Application of empirical data

In order to test the solidity of the theory based findings, empirical data, in the form of interviews with football clubs AC Milan, FC Barcelona, Rosenborg BK and IFK Göteborg are first added to verify, modify or reject the findings, so that the framework becomes a compound of both theoretical and empirical material. The result; a conceptual framework, that should illustrate how the two main subjects – sport management and eBusiness are related and how they – together – can create synergies in relation to gain loyalty from fans and revenue from operations. This forms the basis for the Case study of FC Copenhagen's digital media activities.

Hereafter, empirical data in the form of interviews with relevant members of FCK's administration and FCK fans, as well as a questionnaire among FCK fans, are used to answer the two hypotheses.

4.4 Qualitative Data - Interviews

The two-pronged exploratory and explanatory research focus of this study means that Semi-structured interviews are chosen as the interview form. In Semi-structured interviews the researcher outline objectives of the interview and has prepared a list of themes and questions to be covered during the interview. The form is flexible to changes, both prior to and during the interviews. Questions can be added or omitted from interview to interview according to the organisational context and objectives are adapted given the

nature of events or decisions within a particular organisation. Furthermore, the interviewer does not need to stick minutely to the order of the questions and themes, but can adapt these to the flow of the conversation (Saunders et al., 2007).

Semi-structured interviews are useful in this study for four main reasons;

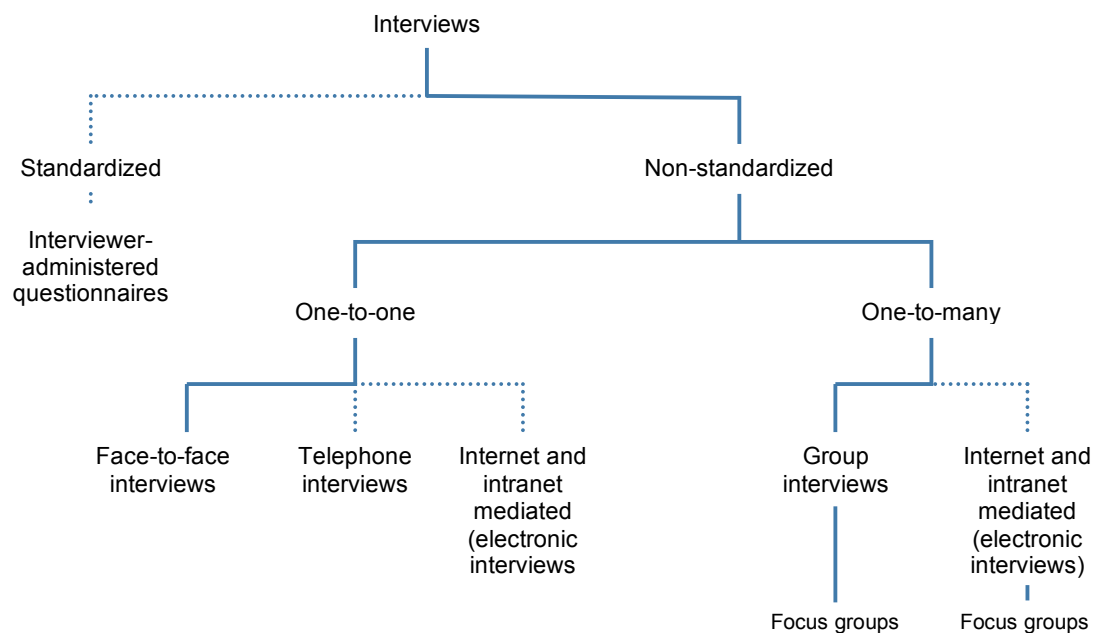
- Because it is important to understand the attitudes or opinions of participants in a study
- Because there are many and complex questions that needs to be answered
- Because a questionnaire would be too time consuming
- Because managers are more inclined to agree to an interview on a topic they find interesting rather than fill out a questionnaire (Saunders et al., 2007).

Although these advantages make semi-structured interviews purposeful for this study, structured interviews - or interviewer-administered questionnaires could have increased the statistical value of the answers. Structured interviews mean that all interviews are conducted identically and answers are normally plotted into a standardized scheme, which makes them quantifiable and facilitates statistical use (Saunders et al., 2007).

In contrast, qualitative interviews are often criticised for a lack of objectivity due to the human interaction embedded in this type of research method. In other words, the fact that the interviewer's behaviour and certain way of asking questions is not 100 percent reproducible will affect the outcome of the answer. Kvale (2007) has criticized this common sense interpretation of objectivity as simply freedom of bias. This is because there exist various interpretations of objectivity. Objectivity can also be interpreted as inter-subjective knowledge. In this interpretation, it is not important if human interaction affects the answers, as long as other researchers can reproduce a very similar conclusion if they performed another study. It is therefore argued here that qualitative interviews can reach objective conclusions, in the inter-subjective interpretation.

The differing typologies overlap and an interview can be both semi-structured and non-standardized at the same time. The main division is between Standardized and Non-standardized interviews (Healey 1991 in Saunders et al. 2007). Where the first focus on quantitative analysis, the latter focuses on gathering qualitative data. The possibilities are many and they can be visualized as a tree, with a qualitative and a quantitative side. The tree's branches provide an overview of the possibilities and the choices made for qualitative data collection in this project (The fully marked blue lines):

Figure 4.1 – Applied forms of Interviews



Adapted from Saunders et al. (2007), p: 313

4.4.1 Seven stages of interviewing

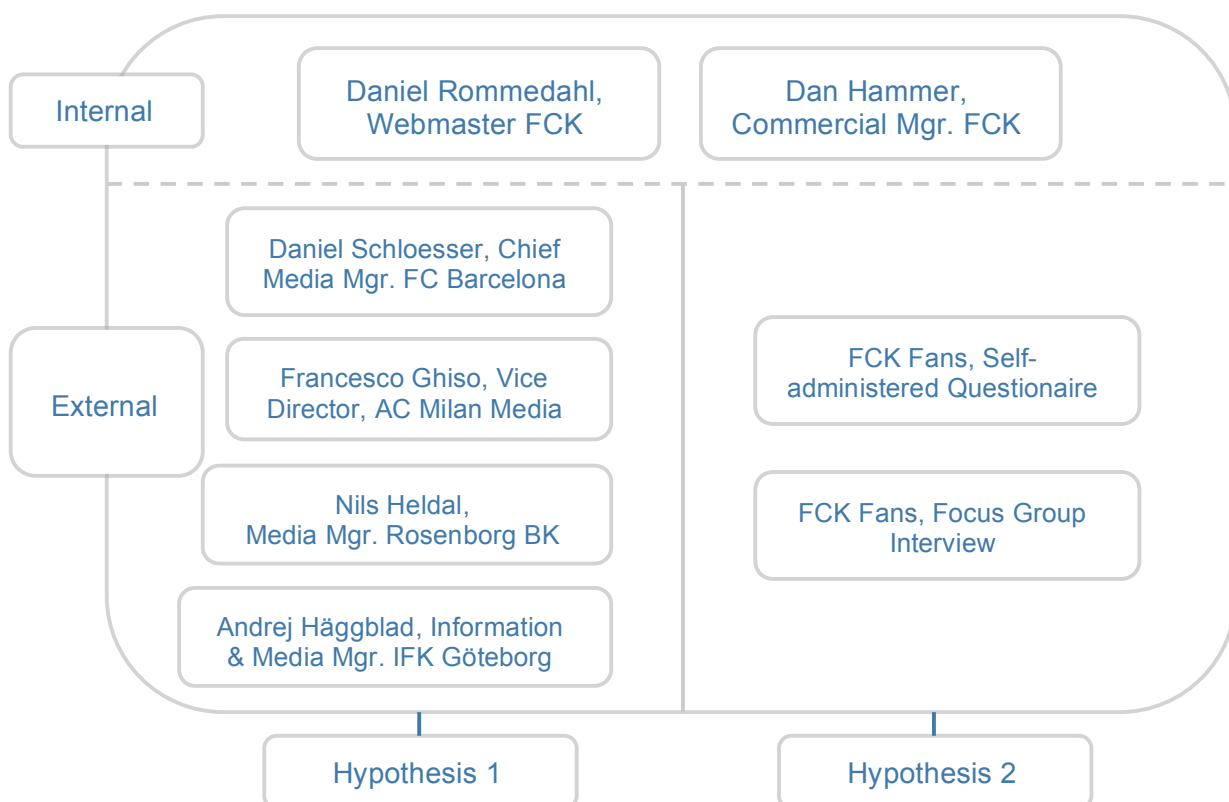
The interview process is divided into seven stages (Kvale, 2007). The explanation for the interview process in the study will follow this division as follows.

1 – Topic: Each interview is carried out with a specific objective that is shaped by firstly asking *why* the interviewee is relevant to interview and *what* the interviewee knows. Then, it is asked *how* to extract this information from the interviewee. Consequently, all interviews are guided by objectives that figure

in the beginning of every interview (see appendixes 1-6) and an overview of what questions that answer what objectives.

2 – *Design*: In total six semi-structured interviews are carried out. As mentioned in the above, two interviews are internal to FCK and four interviews are external with other football clubs (see appendixes 1-6). Furthermore, one Focus Group is carried out with 6 FCK fans (see appendix 7).

Figure 4.3 – Interview overview



The internal interviews serve to answer primarily H1, but also H2, as the club can both provide valid information on it's experience with digital media, as well as the impact it has on FCK fan behaviour. The external interviews help to answer only H1, while the Focus Group interview (and a self-administered questionnaire) is used to answer H2.

3 – *Interview*: The interviews have various durations depending on the objectives. The internal interviews are longer, between 1,5 - 2 hours, while the external interviews are shorter, between 20 min. and 45 min, while the focus-

group interview is 1 hour. This is linked to the fact that the internal interviews provide the most information on FCK's digital media activities, while the external interviews are 'only' used to empirically test and modify the conceptual framework. The focus-group interview is carried out with FCK fans to qualitise the conclusions from the self-administered questionnaire that are described below in section 8.1. For all interviews, interview guides are used, which facilitates maintaining a good inter-subjective approach in the interview situation (Kvale, 2007). The semi-structured interviews allow the interviewer to ask additional questions; In the appendices original questions are marked with a number whereas additional questions have been centred to distinct between them.

4 – Transcribing: All interviews are transcribed as accurately as possible, as soon as possible after the interview (in most cases the same day). In situations where interviewees, in the process of thinking, commence sentences that become meaningless - as new ideas appear to them - and they commence different phrases, the transcription is adjusted. Furthermore, interviews with FCK and the Focus Group interview are carried out in Danish. Therefore, the interviews have been translated into English by the researcher as accurately as possible.

5 – Analysis: The qualitative data is analyzed using an ad-hoc interview analysis method. This is the most common form of interview analysis and means using a freely combinable array of techniques, including passage exempts, some degree of quantification (in a series of interviews) and interpretation of quotes (Kvale, 2007). All of these elements are used in the analysis.

6 – Validity: The two internal interviews are conducted with the most knowledgeable persons in the organisation concerning digital media strategy and activities; Commercial Director, Dan Hammer and Webmaster, Daniel Rommedahl. The data obtained thus serve a highly relevant and valid purpose in relation to answering the hypotheses. Two interviews are deemed sufficient for the focus of Case study on digital media; Especially because of FCK's limited resources currently assigned to this area. The four external

interviews are likewise conducted with relevant persons, all working with digital media in other football clubs (see figure 4.2).

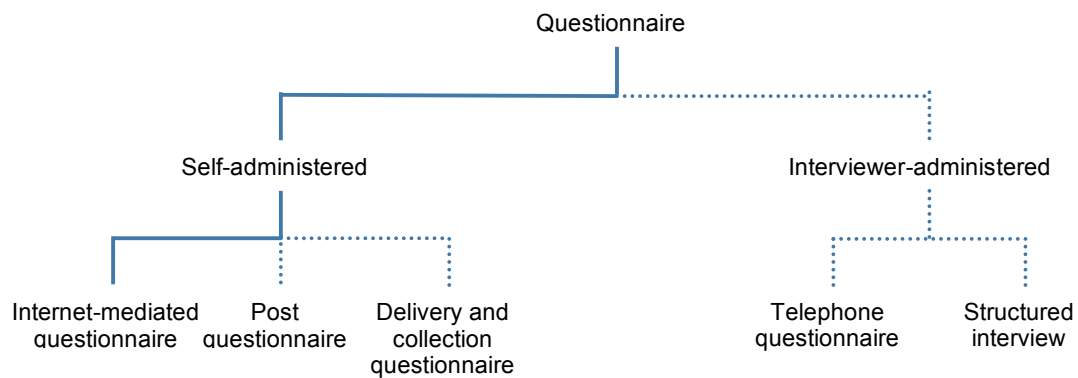
The interviews are carried out with clubs from four different countries and on two levels – a worldwide level (FC Barcelona & AC Milan) and a national/Scandinavian level (Rosenborg BK & IFK Göteborg). This provides a good spread in the data obtained, raising the probability of identifying the key digital media issues that are generic to the industry and thereby supporting the framework. It also makes it possible to filter club or country specific abnormalities with the data gathered from the other clubs. Furthermore, conflictive interests between FCK and local clubs are avoided, since all clubs are foreign. Nevertheless, there are uncertainties involved in relation to generalisation of the findings in the data. However, as stated above, in section 4.2, the focus of this study is of a mixed exploratory and explanatory nature, rather than a pure explanatory or descriptive nature.

7 – Reporting: Finally, the interviews are presented to the interviewee and verified to be correct.

4.5 Quantitative Data

Quantitative data is collected through questionnaires. Like with interviews, there are many ways of carrying out quantitative investigation and different techniques. The quantitative choice made for this project is visualized in a tree formation like the one for qualitative data collection in figure 4.1 (The fully marked blue line):

Figure 4.3 – Types of questionnaires



Adapted from Saunders et al. (2007), p: 357

This project used a Non-probability sampling technique known as Self-selection sampling, which is often associated with case studies. The objective of the sample is to obtain information on the media user patterns of FCK fans and their level of satisfaction with FCK's online identity, www.fck.dk. The sample should also identify segment patterns along variables such as demographics, loyalty and technological proneness among FCK fans.

The media used to sample information is an online questionnaire on FCK's website www.fck.dk (placed on the website for 3 weeks). The specific advantages and drawbacks of Self-selection samples will be discussed shortly, but first a brief introduction to sampling.

Sampling techniques reduce the need for data from the entire population by focusing on subgroups, rather than all cases or elements. Sampling techniques can be divided into two groups (Saunders et al. 2007):

- Probability or representative sampling
- Non-probability sampling or judgemental sampling

Probability samples are samples where the probability of each case being selected from the population is known and is therefore used for research objectives with statistical inferences. In Denmark, this could for example be Gallup conducting a national survey on an upcoming national election. Non-probability samples are samples where the probability of each case being

selected is not known. It is therefore impossible to make statistical inferences about entire populations using this method. It is still, however, possible to generalise about specific groups, such as FCK fans, based on other criteria, which is why non-probability samples are most often used for case studies (Saunders et al. 2007, p: 207).

The main advantage of the Self-selection technique is that it allows individuals to identify their desire to take part in the research. In other words, although the sample is promoted or advertised through appropriate media it is the individual that has to *want* to become a respondent (Saunders et al. 2007, p: 233). Furthermore, the cost of Self-selection versus other non-probability approaches, such as Quota, Purposive or Snowball samples is low. This is primarily due to time issues involved in reaching relevant individuals (Saunders et al. 2007).

Promoting and placing the questionnaire on FCK's website guarantees that respondents have some level of interest in the club. The website is a portal of information for a wide range of fans and it is therefore suited to target a multitude of segments. The length of the 'running' period also assures that not only fans who enter the website daily has a chance to respond. As the specific objective of the sample is to draw conclusions about FCK's fan segments, rather than the entire population or other football fans, it is viewed as the fastest and best way to assure to reach the fans, at a low cost.

Rounding off the methodological part of this project, it should be added that the self-administered can be riskier than other sampling methods in that it relies on self-motivation by respondents to participate. Therefore the control over the sample content is low (Saunders et al. 2007). In the worst case, this can lead to very low levels of participation. In order to stimulate participation FCK has kindly agreed to sponsor prizes and the mere fact that the questionnaire is placed on the official website undoubtedly encourages fans to get involved. For the purpose of reaching the objectives of this project, Self-administered samples performs at least at par or arguably better than other Non-probability sample techniques in terms of representative value. This is because respondents that are self-motivated to enter FCK's website and

participate are, per se, relevant to the objectives of the study. Most critically, is the question whether only die-hard fans are self-motivated to participate, as this would deteriorate the statistical inferences about FCK fans in general. The implications and impact hereof is discussed further in the analysis section 8.1

5.0 Developing a digital commercial platform in a sporting context

In spite of the substantial interest in the relationship between eBusiness and Sport Management, both in theory and in practice, there have been few empirical studies of the linkages and synergies between these two subjects (Beech, Chadwick & Tapp, 2000b). I will therefore commence with a brief overview of the existing research base and the evolution in the research focus from the late 90's until today.

Considering the relative novelty of the overlap between eBusiness and professional football, due to the latter's structural difference from conventional business organizations (Adamson, Jones & Tapp, 2005), the initial objective is to understand the linkages as much as explain them. I will thus continue with a selection and discussion of relevant eBusiness and Sport Management theory. This will shape the understanding of the interrelatedness and synergies between eBusiness/Sport Management. Extracted from this understanding, a conceptual framework is deduced that illustrates how digital media can help generate loyalty and revenues for football clubs.

5.0.1 eBusiness & Sport Management

While the fields of eBusiness and Sport Management have been investigated in their separate entities, the attention towards their interrelatedness has developed slowly. Only since the turn of the century has a small, but growing number of scholars begun to investigate the virtual marketplace in a sport business context. This can arguably be attributed to the hesitant attitudinal approach that most clubs have had towards eBusiness (Beech et al. 2000a, Beech et al. 2000b). In Europe it can also be related to the long-term underdevelopment of commercial activities in the football industry. It seems a

paradox, as the characteristics of eBusiness seem a perfect match for a product with such passionate and loyal followers (Harverson & Garrahan, 2000).

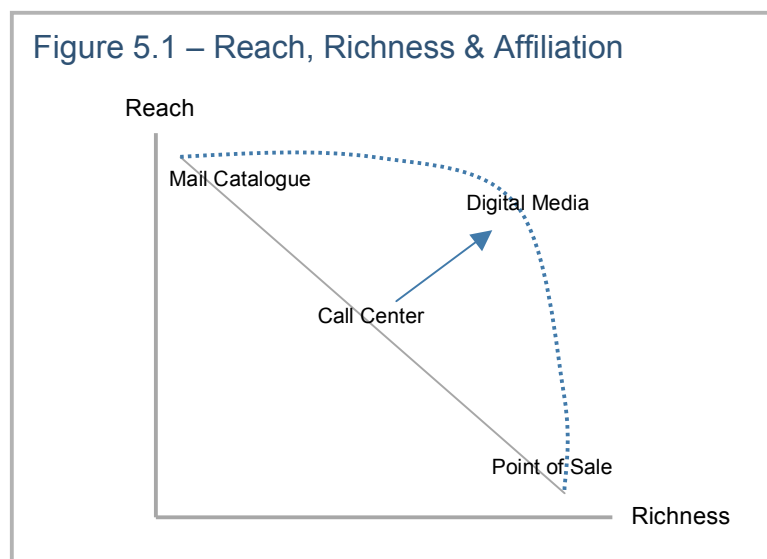
The literature that has researched eBusiness in the context of sport business has logically departed from a basic need to describe and understand online sport consumption behaviour and sport website content (Beech et al. 2000a, Beech et al. 2000b, Smith et al. 1999). As most clubs have now established websites and content patterns are widely chartered, textbooks are incorporating chapters on eBusiness in sports (see for example Westerbeek & Smith 2003, Beech & Chadwick 2004) and researchers are defining the role of e-marketing strategies in sports (Brown, 2003). Lately, the focus has shifted towards eCRM (Wakefield 2007, Adamson et al. 2005) and motivational drivers of consumption (Hur et al. 2007). Roughly it can be depicted that while the initial stages of research have focused on the transaction potential of the web, more recent research has emphasized the relationship potential of digital media. However, before proposing a conceptual framework that encompasses the reasoning behind such movements, let us investigate the fields of eBusiness and Sport Management.

5.1 eBusiness

Electronic Business or eBusiness is a broad term for commercial activity conducted via the Internet. The most visible differentiators of eBusiness versus physical business are reach and richness (Pagani, 2007). Geographical barriers are dissolved in the digital sphere, binding the world together in a global market place – providing extended reach. The only obstacles to trade in this sphere is an Internet connection; either by PC, laptop or a 3G mobile phone and to some extent the language barrier. This is, however, far from the only novelty of eBusiness. The second differentiator, Richness, meaning the detail of customer experience and product knowledge that can easily be obtained by companies to mirror an image of that specific customer's profile, is also greatly enhanced. Finally, affiliation strategies with high relevancy to customers can also be greatly enhanced through eBusiness. These terms are sometimes referred to as 'the three navigational

advantages' of eBusiness (Pagani, 2007). 'Navigational' because they nullify the age-old dilemma of 'either-or' between reach and richness and the off-led possibilities for affiliation programs, depending on that choice of reach/richness.

Roughly depicted, customers have traditionally faced a dilemma. Either they would be exposed to mass-distributed material with one-way communicated messages, such as mail order catalogues or TV spots asking them to “buy, buy, buy” or – if they wanted more information or contact with a given company - they would take the trip to a point-of-sale to interact with the company. In between the poles, few opportunities existed, such as call center services (Weber, 2007). With digital media, the frontier of interaction, customized service and product experience for every individual has been pushed radically outwards.



There is no need to delve deeper into the logic, as almost anyone in the Western world will have felt this change in their own life. However, it is vital to understand the remarkable gap that digital media has bridged over the past decade and the loyalty and revenue potential that reside within the triad of Reach, Richness and Affiliation. “Customer’s are screaming to be more engaged with the companies that affect their lives” is how the CEO of a big American company describes it (Weber, 2007). Bridging the gap of ‘either-or’ choices implies a multitude of new opportunities for customers – and thereby

also for companies to create personalized affiliation strategies on a mass scale.

5.1.1 Post 'dot.com bubble' eBusiness

Perhaps due to the potential in the triad of 'Reach, Richness and Affiliation', a fair amount of discussion and hype has been associated with commerce on digital platforms – mainly the web. In the post-dot.com-bubble era it is perhaps easier to distinguish between myth and reality and surely the blinded enthusiasm for electronic commerce has washed away and so has many of online start-up companies. Today, the water has been purified of 'child-diseases' and companies can see to seabed of eBusiness – the real assets of digital media.

The so-called 'Pure players'; companies that only do eBusiness, have in general lost out to 'Click and mortar' companies; companies that have added eBusiness to an already existing business model, or at best merged with them (Lindstrom, 2001). According to O'Connor et al. (2004) this is because 'Click and mortar' companies already have robust business models and once an Internet business is grafted, they tend to leverage the existing business to defeat the 'Pure player' company. It is also because many start-ups has focused on generating revenue (at very high costs) that was not sustainable in the long-run, instead of focusing on creating solid strategies and delivering real customer-value (Porter, 2001).

This imply that companies that 'own' a Brand is also better suited to leverage that Brand in a digital context – compared to companies that 'tap-into' such assets. In the case of FCK this means that FCK is best suited to extract value from 'FCK' compared to unofficial providers of FCK related news, services, products and entertainment.

5.1.2 Understanding commercial activity in Digital Medias

Seven years onwards from the burst of the IT-bubble; eBusiness has, for the vast majority of businesses, increased competition, transparency and most importantly consumer expectation; Expectations of increased information, entertainment and interaction with companies. According to Lindstrom (2001)

these expectations, which has evolved from Unique Selling Propositions in the 1960s to Brand Selling Propositions in the 1990s, are now changing into Me Selling Propositions; a proposition based on the individual customer's needs, preferences and behaviour, which should alter the way companies view ownership. Customer's need to feel a clear ownership feeling towards the brands they care about to gain a sense of commitment to preserve and develop them; digital media is tailor-made for such a purpose.

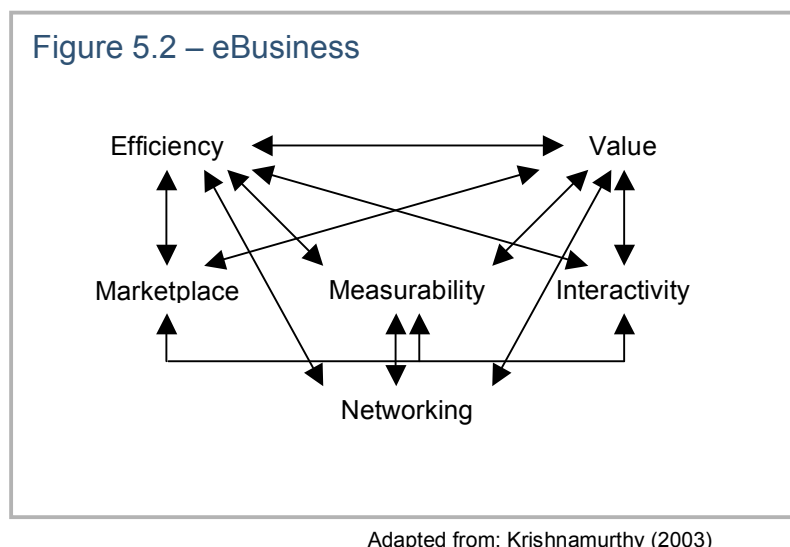
There are, however, different views on the role of eBusiness. Porter (2001) for example, proclaims the Internet a *neutral competitive tool*. He assumes that all companies will use it and so no competitive advantages is created per se. Businesses will simply converge their current operations with the new capabilities on the web. The ones that gain competitive advantage by better adapting to higher transparency of prices and substitutes, as well as lower entry barriers - will gain - but otherwise not (Porter, 2001). Porter is not wrong in his assessment, but he fails to see the true revolutionizing nature of digital media and the business potential inherent in that nature – namely Reach, Richness and Affiliation. This is because he is solely focusing on production companies, and the traditional Value-Chain perspective.

Today, however, more and more companies are providing services and are organized in innovative and novel ways that do not fit this scheme, and so sustainable competitive advantage can be derived from providing a me-selling proposition, the individualized experience that live up to the expectations of the empowered consumer. Zooming in on football clubs for a moment, it is safe to say that clubs are not typical production line companies with standardized products. On the contrary, football clubs have a very special relationship with their fans that call for a radically different approach to customer relationship management.

Krishnamurthy (2003) view the Internet in a more holistic perspective, noting the dependency consumers are building towards digital media technologies and the consequences derived from this; that people are using these technologies to increase their communication and information levels, but also that these new technologies are allowing them to do so more freely. It may

seem a paradox that dependency and freedom goes hand in hand. However, it is actually quite logical. As more and more information is presented to the consumer, she is required to make rational choices in an endless stream of opportunities (Lindstrom, 2001). Furthermore, being better informed or experiencing more personalized leisure offerings, should in turn yields higher expectations on future experiences.

The ability to network, interact, meet in a market place and create value in an efficient and measurable way, both provides endless possibilities as well as an addictive fascination. This goes for companies and consumers alike. An illustration of the interrelatedness of elements in eBusiness can be depicted as follows:



The revolutionizing element of eBusiness is the interrelatedness between existing variables and how they are aggregated in infinite ways. The digital horizon is expanding at a rapid pace and the key learning for companies is that the evolution is consumer and experience driven – not company or product driven. Due to the radically novel use of technology, a new landscape for companies to compete in has opened up. Companies therefore need to embrace the technology and exploit the opportunities – otherwise, it might turn into a threat (Weber 2007, Lindstrom 2001). Sean Jefferson, CEO of MindShare Performance, in his keynote address at the Sport Business International Media Summit 2007 captures well the reality that companies

need to understand and adapt to: *“Enjoy losing control – brands that originate content that holds the attention (of consumers) and let consumers build communities around that content, will be the winners”* (Sport Business International no. 129: 30, 2007).

So what does the ‘loss-of-control’ mean for companies self-understanding? In general, it means that we are moving from a world of value creation that is company-centric and product focused, to a world that is consumer-centric and experience focused (Prahalad & Ramaswamy, 2004). A world where consumers are informed, networked and active and where the consumer seek not so much product variety (more choice and more confusion) as experience variety (different ways of extracting value from the same product in different contexts). In this view the product or service is fundamentally seen as a value portal as opposed to a mere repository (Leavy, 2004).

Weber (2007) perhaps provides the best explanation of the company’s role in the digital marketplace; namely the role of the ‘Aggregator’. An ‘Aggregator’ that yields the technology to allow consumers to express themselves how they want, rather than the ‘Broadcaster’ that ‘pushes’ a message to the consumer.

The basic elements and conditions for competition are the same as before, like Porter implies, but the interrelatedness allowed by technological advances has greatly expanded opportunities for creating experiences that the consumer chooses freely. However, it cannot be assumed that all companies will react strategically in the same ways and therefore the Internet should not be viewed as a *neutral competitive tool*. Some companies choose to be innovators, other early adopters, while yet other companies strategically choose to be late adopters or even laggards. However, the companies that choose to embrace advanced technologies are more likely to gain market share because they are responding to consumer behaviour (Wakefield 2007). The new consumer behaviour is the extended use of and dependency on digital media.

Partly, it is also because advances in communication and information-processing technologies are producing business environments that change at an ever-increasing pace and innovators are better able to adapt, by anticipating and preparing for change (Baum & Wally, 2003, Leavy 2004). Furthermore, as Weber (2007) underlines, these companies have better chances of exploiting the 'measurability' advantage of digital media; meaning the ability to track the behaviour patterns of unique consumers online, in a resource and time saving manner. This can provide companies with valuable knowledge on consumer segments and community activities, as well as the possibility to interact with a specific consumer, based on personalized knowledge on that individual. In short, digital media is facilitating the move towards a consumer and experience oriented business environment, while leveraging the technology to exploit customers willingness to interact. To understand the impact of these new relations, it is perhaps useful to peek at a real-life example:

Major League Baseball (MLB.com) – How technology changes business

- In the first 24 hours following the 2004 World Series, the league's website (MLB.com) sold \$5 mill. of Red Sox merchandizing (Efficiency & Value)
- One week earlier, MLB.com set a site-record mark for a single day traffic, when more than 8 mill. fans viewed approx. 11 pages each to, among other things:
 - Watch news & stats, listen to or watch a game & interviews, buy merchandise, play online games (Interactivity)
- For the 2004 season, more than 1 billion visits to MLB.com generated a reported \$120-140 mill. in revenue (Marketplace)
- MLB.com uses SAS (www.sas.com) to collect and manage customer data to be used in understanding its customers and designing services they want. Most of the data is collected through subscriptions and e-commerce transactions, and is supplemented by emails collected via sweepstakes, online newsletters, and other offers. Web-tracking tools allow for knowing which customers go to what pages (Measurability)

Source: Wakefield (2007)

From this example it is clear that leveraging the technological advantages of digital media posses a great commercial potential, which for many football

clubs is still untapped. Furthermore, the increased attention from consumers to digital media means that the potential is constantly growing, and the cost of not interacting with consumers is also growing.

5.1.3 The Social Web & Brand Communities

Lets commence with a description of consumer needs on the web and the value of brand communities and then place it in the context of sports.

Merely creating a website to generate awareness, leads or sales is not sufficient to become commercially successful in digital media. It is only one shot in a one-two combo – a bit like a goal and an assist. The second piece (the assist, if you like) is inviting consumers to be informed by, or be entertained by the digital media experience in a way that is made to suit the consumer, not the company.

How can companies provide this to consumers? First of all, companies need a change of mindset – from being a Broadcaster to being an Aggregator (Weber, 2007). Krishnamurthy's model (Figure 5.1) illustrates very clearly that digital media can aggregate people much more easily, without physical barriers. The principal remaining barrier is thus to provide a platform for people to meet in; and this is where companies can act as both good or bad aggregators.

Metcalf's Law state that the value of a given network increases in proportion to the square number of individuals that belong to the network. The mathematical equation will be left out here, as the concept can be explained quite simply. The value of each single individual increases, every time one new individual enters, not only the marginal value of the new individual. In other words, the new individual has a +1 value not only to one other individual, but to each individual, Why? - Because everyone will benefit from a larger network².

In other words, there are large perpetual increasing returns related to large networks and a critical mass can more easily be created using digital media

² It should be mentioned that there should be a critical mass, generally set at 50 individuals, in order for the 'law' to work

(Krishnamurthy, 2004). The reason why it is easier to obtain a critical mass using digital media is due to disintermediation, or elimination of the middleman (O'Connor et al. 2004). Even if a company decides to act as a 'Broadcaster', it cannot stop individuals from interacting directly with each other 'online' without constraint. Consumers can easily switch site on the Internet and will simply substitute away if their needs are not met. This is one of the reasons that C2C interaction (customer-to-customer) and communities are relatively more important to eBusiness than traditional business.

The low barrier to communication, in itself, both increases the communication between people and stimulates interaction and networking and empowers consumers to take charge of interaction flows.

This phenomenon is what is 'roughly' being called Web 2.0 or the 'Social Web' (Weber, 2007). Web 2.0 features are features that provide increased freedom of use for the consumer. A list of the 7 most important Web 2.0 features are according to the McKinsey Quarterly (July 2008):

- Web Services (Software that enables exchange of information and online transactions)
- Social Networking (Online communities)
- Blogs (Online diaries/personal discussion forum)
- Wikis (User driven database/encyclopedia)
- Video Sharing (Live footage exchange)
- Podcasts (Portable video media files)
- RSS³ (portable summarized/simplified web-feeds)

Common for all of the features is that they allow for a high level of interaction and personalized experience. It is thus evident that the 'choice' for companies to aggregate consumers by providing free use of these tools, rather than broadcast to them, seems less and less of a choice and more of a threshold requirement. In fact, a recent McKinsey Quarterly report showed that all companies, even the ones that were dissatisfied with the outcomes of Web

³ Really Simple Syndication

2.0 features, were planning to invest more in 2008 than in 2007 (McKinsey Quarterly, July 2008).

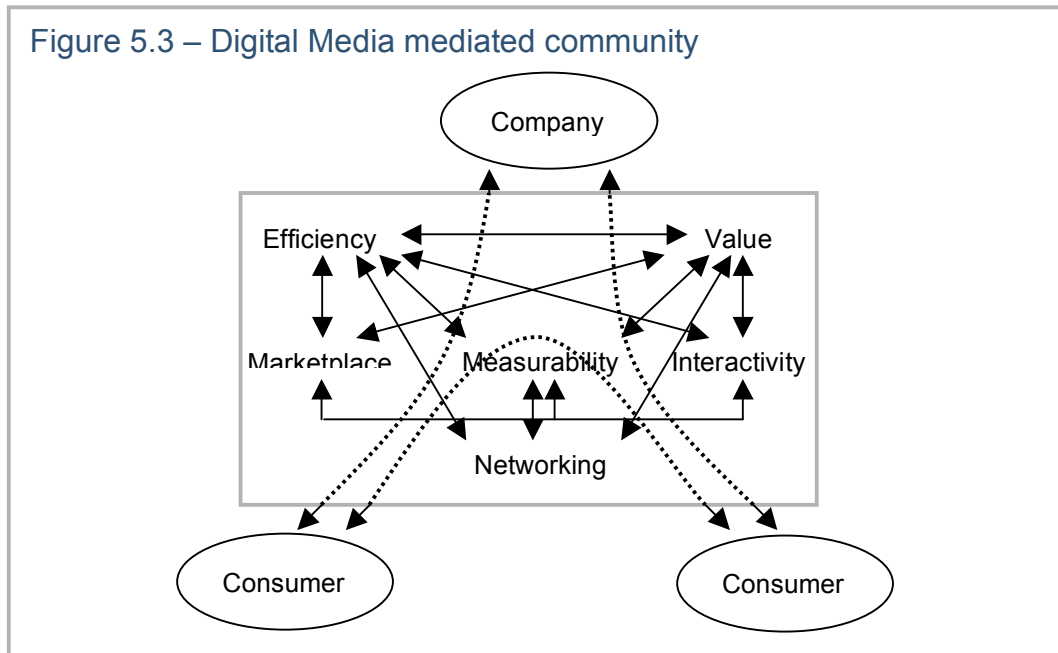
The benefits of being good at aggregating large networks should also benefit the company with multiply returns of attention gained from consumers and information on consumers that can be achieved through use of digital media. The McKinsey Quarterly Report's results also suggest that Web 2.0 features, in relation to customers is more effective for 'Letting customers interact' and 'Acquiring new customers' than getting 'Customer participation in product development' or 'Improving customer service' (McKinsey Quarterly, July 2008).

In sports in particular, the advantages are clear. Consumers are not just consumers, say going to the supermarket; rather they are fans. Fans have a passion in common, called 'Consciousness of kind' by Muniz & O'Guinn (2001). On top of the value gained in any large network (Metcalf's law), fans of a big football club for example, also gain high perpetual increase in returns from being in a network with high relevancy to them, compared to networks with lower relevancy to them. Brand Communities as studied by Muniz & O'Guinn are very strong networks where the value is very high because people share 'consciousness of a kind'.

The incentive to becoming an aggregator should therefore be strong for football clubs. Fans both feel a strong connection to the club 'Brand' and have an even stronger sense of 'we-ness' amongst them. This results in a triangular, rather than dyadic social constellation, where the 'link' is arguably stronger than the 'thing' (Muniz & O'Guinn, 2001). This reinforces the opportunities that exists in acting as an 'aggregator'.

Translated into a digital context, an Online Brand Community model illustrates how digital media facilitates that 'link' between fans & fans, as well as with the 'thing' (fans & club).

Figure 5.3 – Digital Media mediated community



Source: Krishnamurthy (2003) & Muniz & O'Guinn (2001)

Several sports organizations have already embraced the fact that customers are attracted to me-selling propositions (as mentioned in section 5.1.2) and that the experience should be personalized to the individual's preferences. They have also realized that it is still possible to tap into this dis-intermediated interaction by leveraging digital media 'measurability' tools and thereby extracting value from this new environment consumer-centric environment.

An example of a sports organization that have understood the concept of dis-intermediated C2C interaction and that has embraced the role of 'Aggregator' is Chelsea FC. This can be illustrated by their implementation of BlueTube on chelseafc.com. BlueTube is in reality a mere copy of the largest video-streaming site on the Internet; YouTube. However, BlueTube content is of a much higher relevancy to a Chelsea fan than content on YouTube or any other video-streaming site (see appendix 9).

Have clubs like Chelsea FC forgotten their profit focus by embracing the role of the 'Aggregator'? Not at all – dis-intermediated C2C interaction should, as such, not remove the focus on profits. However, as explained in section 5.1.2, it does imply a change to the traditional company-centered revenue model. Companies need to extract information from the interaction with customers. By letting customers aggregate, knowingly or un-knowingly they allow the

‘Aggregator’ to learn more about them. This is the key to continuously improve the consumer experience and one of the key issues to build a digital revenue model (Weber, 2007).

Another sports organization that has partaken the role of the ‘Aggregator’ is the NHL. President of NHL Interactive Cyberenterprises, Mr Keith Ritter says about the company’s social website NHL Connect: “

We believe it will provide them (the fans) an opportunity to express their passion for the game, their favourite teams and players and relive the NHL game experience wherever, whenever.” (Sport Business International no.115 Sept. 2006)

National Hockey League (NHL.com) – Learning to network socially

- Offers NHL fans the ability to easily create rich, multimedia personal profile pages and share interests and ideas with other users in the NHL community, displaying comments, photos, podcats abd video cats, links to new articles and content, friends or colleagues and RSS feeds.
- Help increase participation and duration of NHL fans visiting NHL digital properties and reinforce the club-fan bond
- Provide an attractive proposition to commercial partners
- Platform created with help from Five Across – expert in helping companies strengthen their brands with fans, advertisers, media and investors in the digital sphere.

Source: Sport Business International

As with Chelsea FC, the customer-centric approach to eBusiness of the NHL mean that the organization is much better suited to extract value from the online encounters with fans.

In general, companies should embrace the world of the empowered consumer and help them facilitate their interaction. Companies should strive to become aggregators that build meaningful networks of value to consumers. Embedded in this behaviour are rich opportunities for companies to create business propositions based on knowledge of the individual fan. This can both be used

to create more relevant propositions directly to fans or by leveraging the information to form attractive propositions to commercial partners, such as sponsors.

5.2 Sport Management

Due to its novelty as an academic research field, this section will commence with a brief overview of the evolution of Sport Management research. This is followed by a discussion of the main challenges that sports organizations face, in relation to knowing and satisfying customer needs.

Sport Management is a relatively young field of research, compared to more established subjects, such as chemistry, economics or psychology (Mahony & Pitts, 1998). Although sports, and perhaps football in particular, is a big business today, it has - or at least had - two characteristics that make/made it differ from other industries. The first is linked to the historic roots of the game. Football, for example, was a distinctly amateur sport where clubs were not established to make money. This was so for a long time, but has now changed due to competition. In turn, competition has brought with it increased attention from fans, media and sponsors and thereby also the introduction of valuable rights agreements in broadcasting, sponsorship and related merchandize. The other, which is still very present in the minds of many, if not the majority of football fans is; that business or finance talk is still almost tantamount to heresy (Szymanski and Kuypers, 2000). Thus, albeit most professional clubs have realized that football is a business, and a good business at that, it is still something that cannot be openly articulated to fans.

Football evokes a rare passion, even among club executives and this influence the way football has evolved as a business. It is therefore logical that the research into the commercial and business related aspects of the game have also developed later than in other industries and in turn, that many clubs are not managed as professionally as companies in other industries. Only recently, since the beginning of the 90ties in the U.S, has research into the specificities of the field expanded (Parkhouse, 1996). It has now reached a global scale, reflected in the many sport management organizations outside North America (Mahony & Pitts, 1998).

Despite the academic efforts made so far, unfortunately, many sport organizations still have the erroneous belief that customer needs are satisfied by simple way of on-the-field performance and that fan loyalty is permanent and unveiling (Adamson et al. 2005, Bauer et al 2005, Westerbeek & Smith 2003). Likewise, many clubs view sponsorships; a very large and ever-growing revenue source, as a partnership between the two entities only; the club and the sponsor, forgetting the real main character of the play - the consumer.

This logic is blatantly erroneous and is distorting the true dynamics of modern sport management. Firstly, in the contemporary sport landscape, many fans do not choose between clubs, but between entertainment offers. The competitive pressure from alternative sources of entertainment and more elaborate consumer experience expectations are reshaping the industry. Furthermore, sports customers are different, have different attachment levels, varying preferences and may enter into a sport for numerous reasons (Sullivan in Beech & Chadwick, 2004).

The same is true for communication and interaction patterns between companies and consumers (Grundy 1998). It is fair to say that this change is, at least in part, driven by digital media advances in interaction and networking and not least a consequence of the above mentioned 'empowerment' that consumers experience. Secondly, clubs and sponsors have traditionally researched poorly the impact of sponsorship deals. According to James Smythe, Head of BMRB's Sport research unit, this is because they research the medium (Such as TV Coverage, press, radio, matchday programs etc.), instead of the consumer (Sports Business International no.128, 2007). Clubs and sponsors alike must realize that the 'Brand fit' is a three-way relationship, including the consumer, and that maximization of for example sponsorship value for all parties is achieved by researching and knowing the consumer. It is the club's role to provide this knowledge to sponsors to be able to choose the best sponsorship strategy to maximize relevancy and value.

As just stated, modern sport fans have widely differing behaviours and are motivated to take up interest in a sport by a multitude of factors. These could be love-of-club, love-of-game, socialization, player fan, life-style/identity seeking behaviour etc. Recognizing that sports consumers are not a homogenous size and understanding what drives the individual fan is arguably the most important element for off-the-field success today (Westerbeek & Smith 2003).

Lifetime-value of fans has also been identified as a very important factor for success (Gamble et al, 1999). If not for any other reason, it has been deemed extremely important for the economic profitability of the sport organization that fans stay; that they are loyal. Most fans take time in becoming profitable, as there is a cost associated with attracting customers (Reichfeld & Scheffer, 2000). Fan retention also allow clubs to cross-sell and up-sell tickets, merchandising and media services. Furthermore, existing customers promotes the club for free and often attract new fans, something that is especially true in football (Tapp, in Beech & Chadwick, 2004). In other words, the longer fans stay with the club, the higher the chance that they will provide a good return on investment. Retaining customers is critically important, as profits are what allow companies to improve their value creation.

Several studies have shown that increases in retention boosts profits. Bain & Company has suggested that an increase in retention of 5% boosts profits by 25-80% (Feinberg & Kadam, 2002), while Reichfeld believes this figure to be as high as 25-100% (Reichheld, 1996). In other words, if being capable of better satisfying customer needs is key to increasing loyalty, and loyalty manifests itself through retention of fans, then stimulating personalized experiences and 'consciousness of kind' contributes to higher profits. One way to do so is by knowing the fan better, because this allows the club to address the fan with a more relevant dialogue and provide better services (Tapp in Beech & Chadwick, 2004).

To depict the root of the logic, let us imagine a snowball. A snowball pushed down a mountainside grows in size as it rolls away. This is the positive cause and effect relationship of retention, in its most simplified form of course. Layer

upon layer is added to the snowball. Along the same line of logic, try to consider a lavine. A lavine follows the same trajectory as a snowball, downwards, but does not retain its mass nor utilize it to build additional layers on top. It is the continuous changing of snow down its path that prevents a lavine from taking any meaningful shape. Being able to build and understand layers of fans, based on factual knowledge or data, is thus a key element of understanding customer needs and ultimately building a giant snowball: The sporting club's commercial business.

5.2.1 Segmentation of sports fans

Different fan layers can also be called segments. Segmentation is in any business, one of the basic ways to optimize profits. We all know it from airplanes, where some people fly Business Class, while the vast majority flies Economy, this is a basic example of two segments. As explained above, sports organizations have not been as good at servicing their customers as conventional businesses that were created with a distinct profit oriented purpose. Although there are now VIP lounges at stadiums, Season-ticket holders and special offers to lure new fans to join, segmentation at this level provide relatively little information on the individual fan. This is a paradox as football teams, in general, have the luxury of having customers that are highly engaged in their Brand, product and services.

The fan is an integral part of the contemporary sports landscape, so knowing the fan and the key influences that drive the fan's behaviour towards sport is imperative to succeed. Nevertheless, all too often do clubs view fans through an economic prism that blur the true identity of fans and segments. According to Westerbeek & Smith (2003) gaining certainty about fan attitudes and behaviour and understanding motivation of interest is arguably the most important element of success for modern sports clubs. This certainty, they argue, should not only be obtained by highlighting 'harder' elements, such as admission prices or income levels, but needs to include 'softer' elements as well. It is argued here that this should, other things equal, provide a more holistic understanding of the fan.

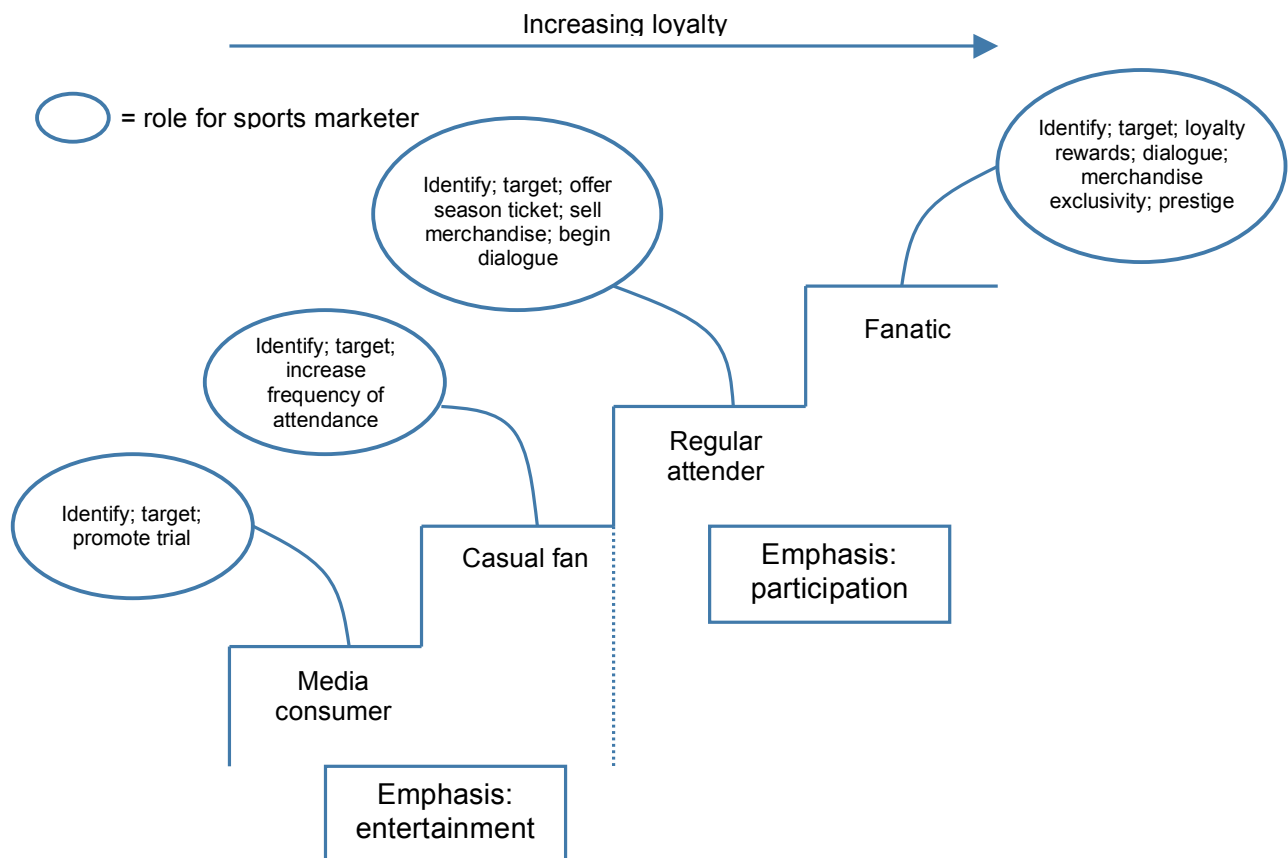
Because fans take up interest in a sport for numerous reasons and have widely varying match attendance, they also visit their club's website for different reasons; not only to purchase sports products, but also to obtain sports-related information and enjoyment (Hur, Ko, Valacich, 2007). Their composition can tell a lot about what the club is and is not. Understanding each fan and segmenting them actually becomes working structurally with understanding what the club is itself, at its core.

Westerbeek & Smith (2003) uses the concepts of attitudinal and behavioural loyalty to operationalize the more holistic approach to understanding fans. Attitudinal loyalty is in its essence a latent support for team or club and is thus hard to measure, while behavioural loyalty means visibly supporting the team or club through actions such as going to the stadium, wearing the club jersey or going to away-matches with the fan club. Latent support should be interpreted as support that is not easily visible or measurable to the club, such as talking about last weekend's game with your friends.

Wakefield (2007) claim that fans are motivated into sports for three interrelated reasons: involvement with sport, loyalty to team and identification with team. Hereby, he argues, it can be measured how close fans are to becoming season ticket holders, which implicitly is the objective. Frequency in match attendance, however, only tell part of the segmentation or spectator story. Compared to Westerbeek & Smith, it seems a very rigid classification and one that, by only focusing on the 'harder' elements of sport consumption, excludes the value of non-regular attendees. A much greater potential lies within striving to activate their lifetime value by offering a consumer-centric experience.

Mullin et al. (2000) underlines the need to understand the types of involvement and commitment that consumers represent in a dynamic environment. Embedded herein is that environment and individuals constantly interact and affect each other in a reciprocal way. Tapp (in Beech & Chadwick, 2004) distinct the interaction that club's should pursue with fans according to a loyalty ladder. Tapp argues that media consumers and casual fans are entertainment seeking, while regular attendees and fanatics are

interested in participation and dialogue. This distinction can also be transferred to attitudinal and behavioural fans and it therefore seems imperative that clubs manage diverse interaction activities that encourage fans to steps up the loyalty latter.



Source: adapted from Tapp, in Beech & Chadwick (2004): 396

Bauer et al.'s (2005) approach delves deeper into understanding 'softer' elements of motivation, especially the meaning of 'Brand'. They find that, in Germany, elements such as identification with other fans, logo, club colour, club history and stadium, as well as peer group acceptance, escape (to get away from it all), socialising/companionship, emotions and entertainment have higher beneficial value to fans than the actual product attributes. This confirms Muniz & O'Guinn's (2001) description of 'the link as more important than the thing' in a football context. In other words, a variety of beneficial elements, apart from the on-field performance, are more important to fans than many clubs imagine.

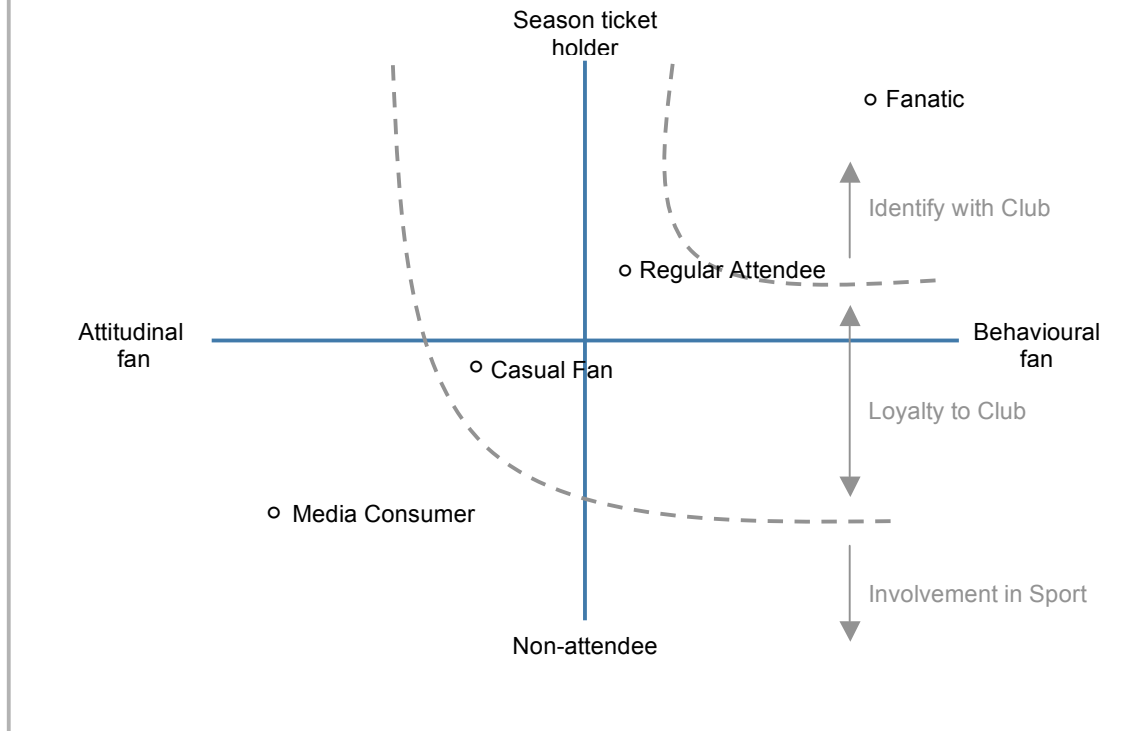
In accordance, Westerbeek & Smith (2003) criticise clubs for given little consideration to general cultural and commercial forces that may explain fluctuations in attendances or television ratings. They claim that although factors such as price, size of market, income level and team win:lose ratios are important, there are many cultural and social factors that dramatically influence fan behaviour. This is due to the fact that sport is both a community experience, as well as highly personal. It is a way to create an identity and project a self-image (Westerbeek & Smith 2003).

Although the purpose of this research study is not to investigate in-depth the social and cultural motivational drivers for sports interest per se, it is crucial to understand that not only 'hard' elements, but also 'soft' elements influence sport interest and consumption. Furthermore, considering the critique, it is likely that clubs have focussed their segmenting on measuring behavioural loyalty. This is very logical for two interrelated reasons. Firstly because it is easier to monitor, and secondly because the tools or equipment to monitor have always been widely available. Basically, if you want to segment a male:female ratio at stadium, you can go to the entry gate and easily count it. In today's competitive landscape, a more detailed understanding is, however, needed to stay relevant to fans and consumers in competition with an ever-growing amount of entertainment offers.

The focus on both 'hard' and 'soft' elements provides a holistic understanding of the individual fan. 'Softer' elements are no less important in knowing the individual fan and establishing a relationship with that person, but it is more difficult to measure compared to 'harder' elements and measures made on a per supporter basis are still very rare (Adamson et al., 2005).

A compound illustration, which demonstrates the complexity of fan knowledge, can be depicted by using elements of research from Westerbeek & Smith (2003), Wakefield (2007), Tapp (in Beech & Chadwick, 2004) and Bauer et al. (2005). In reality, each individual should be seen as a unique consumer, within the multifaceted division of fans presented in figure 5.2:

Figure 5.4 – Hollistic segmentation



Source: Own Illustration

Any club must understand that all fans have a value, amidst differing values, and that the club should provide a value proposition to all fan segments. Only by realizing this does it become possible to segment fans in a holistic way. Although it has been demonstrated many times that core-fans may return greater immediate revenues (see f.x. Mullin et al, 2000), it is imperative for a club to have a stream of fans in different segments, because the attitudinal fans of today are the behavioural fans of tomorrow. These efforts should in turn increase the clubs likelihood to gain relevancy with the individual fan, as well as providing the club with more detailed knowledge about the fan base.

In order to do so, clubs need to be able to gather and process data in an efficient way, otherwise the good intentions die and this is where holistic segmentation is intrinsically linked to the use of digital media.

5.3 eBusiness in a Sport Management context

Due to the short time span that the Internet has been used as a revenue tool in the sports industry, there is still some scepticism and uncertainty related to

technical knowledge, specific objectives and value of website features (O'Beirne & Stoney in Beech & Chadwick 2004, Brown 2003). Based on the above discussion of eBusiness and Sport Management, it is argued here that sports organizations best overcome their scepticism fast.

Internet sports consumers are expected to reach 309 million by the end of 2008, almost triple of the users since 2005 (Hur et al., 2007). Whether for transaction purposes, relationship purposes or both, the inherent networking and communication opportunities of digital media, makes it ideal for sports organizations. As Westerbeek & Smith state "*it remains, at the very least, an essential sport business tool, and at the most, a radically innovative platform for interactive sport experiences*" (Westerbeek & Smith, 2003 p: 153).

Despite this seemingly ideal 'fit' between digital media and sports, the major prevailing challenge is profitability. In the late 90's many sports websites went into receivership as their business models succumbed to poor profits. These business models were predominantly based on advertising revenues rather than building rich communities that allow companies to extract and own information about consumers (O'Beirne & Stoney in Beech & Chadwick 2004). The main advantage of digital media is not as an advertising platform of a news source, but the way clubs can track and target specific user groups. However, these opportunities are not being exploited by a majority of football clubs (Beech et al. 2000a). Based on research of the English Premier League, Beech et al. (2000a) suggest that four factors are key to building compelling content and generating a successful business model:

- Ability to address supporters in the context of different communities with different needs
- Website adaptation to attract a global audience
- Take advantage of emerging technologies to present live audio and TV content, as well as chat, discussions and the use of cookies
- Retaining fans and members at the site by engaging or promoting fan culture

Sports organizations that lack these key elements in their digital media strategy cannot expect to reap the commercial benefits of digital media. Rather, they contribute to an undiversified competitive landscape, which is surely frustrating to fans, but should likewise be unsatisfactory for clubs. Beech et al. (2000a) has analysed websites of all clubs in the English Premier League and found very large differences in the innovation level and opportunities presented to fans. Equally, there were also large differences in both the level of merchandizing available and other paid services, and advertising and promotion of partners and sponsors.

Clubs that adopt the above factors as pillars of a digital media strategy should be much better equipped to extract value from their online encounters with fans because these types of activities can provide clubs with more detailed information about customer behaviour than a simple informative website can. As content become more compelling, fans become more inclined to participate and share information. As mentioned several times already, this is the key to tracking and tracing fan behaviour.

5.4 Conceptual Framework for eBusiness in Commercial Sports

In the preceding sections, several key elements of eBusiness and Sport Management have been presented from a theoretical standpoint. It has been shown that eBusiness, within the triad of 'Reach, Richness and Affiliation' poses unique advantages compared to other forms of communication between consumers and companies, and among consumers. These advantages have spurred an increase in consumer communication and community activity, as well as a surge in their expectations. As consumers become more exposed to offerings, they tend to only react to offers that seem highly relevant.

For sports organizations, there are several obvious advantages to digital media. Sports organizations enjoy a high degree of trust among their fans. Although this trust should not be misused, it puts clubs at an advantage to gaining information about its fans. Also, fans of a club have something in common which makes it easier for clubs to take on the role as an 'Aggregator'. It should not be hard for a club to encourage fans to rally around

the community activities they provide to fans. The individual fan's behaviour is measurable and wielding the extracted information hereof is the key to generating profits in the digital sphere. Whether fans enjoy this fact or not, modern Sports Management is to a great extent about generating profit – like any other company. By wielding the track & trace capabilities of digital media, sports clubs are much better able to holistically segment their fans. This should result in better knowledge of the individual fan, which can be used to better service that fans needs, as well as presenting that individual with more relevant commercial offerings. All these elements should, at the same time increase loyalty among fans, as well as help clubs to minimize the 'waste' of resources on targeting customers wrongly. In fact, the very nature of commercial activity in digital media centers around letting the consumer 'be in charge' and allowing him to show the company who he is and what he needs.

Knowing more precisely the nature of each fan and the composition of the fan base, should provide a strong argumentation when handling sponsorship contracts, a very important revenue source for most sports franchises, as well as other advertising and promotion contracts. All other things equal, a sponsor should wish to pay more for a product where she has a higher security that she is targeting the intended consumer profile(s).

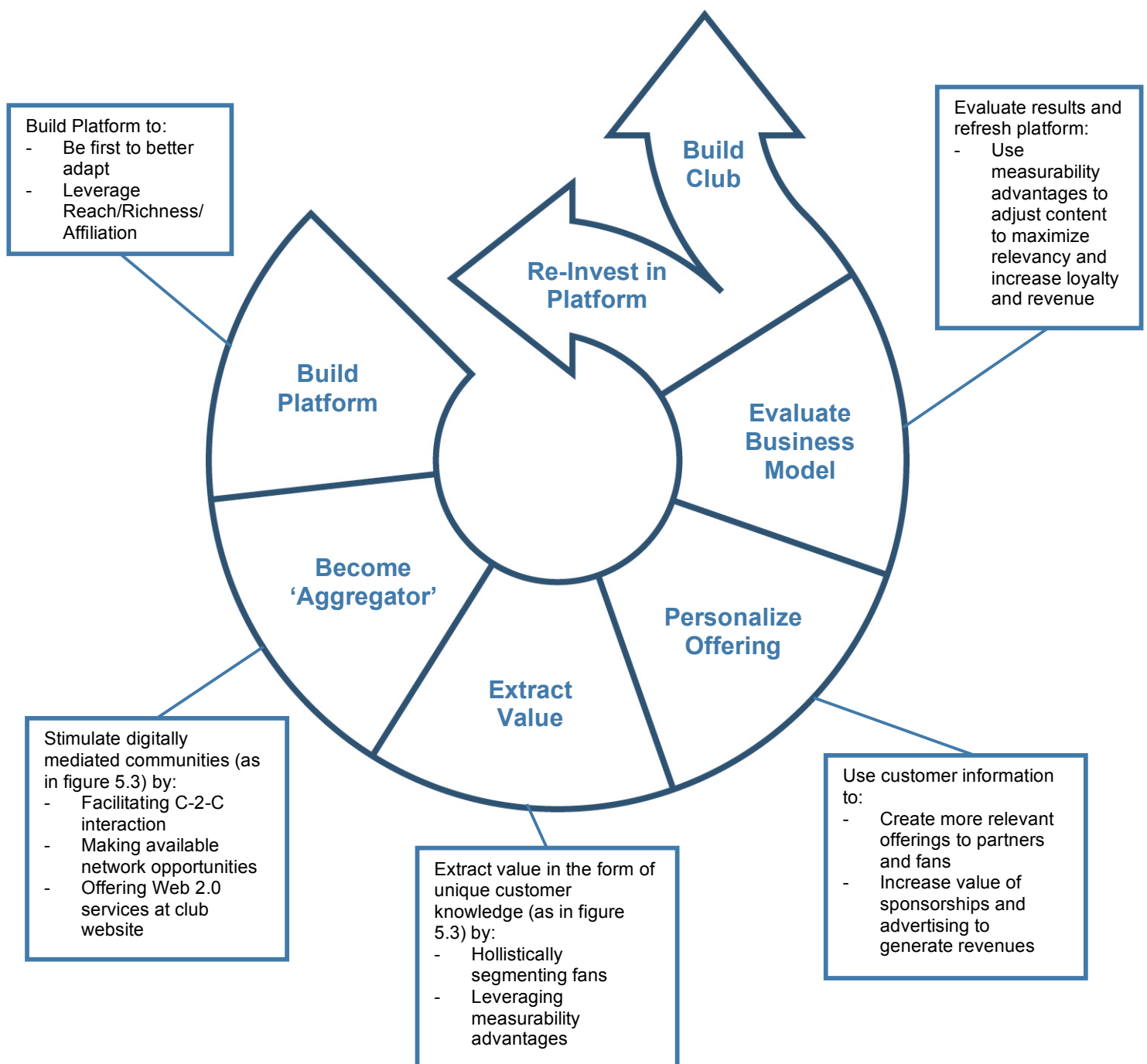
The digital media revenue model should be viewed as a consumer-centric business model. Clubs need to provide a platform/website for fans where they can enjoy themselves by 'aggregating' and letting them interact. From that interaction, clubs can then extract value (information) that is derived from behaviour and use it in a commercial perspective. It is, however, key to the whole operation, that loyalty and trust is maintained between the fan and the club. Taking on the role of the 'Aggregator' mean putting a sincere effort into providing fans with a meaningful communication, entertainment and information platform. This requires continuous revision and re-investment.

As with all other media, digital media needs continued improvement and updating, the process should be seen a cyclical. Ultimately, the value that clubs extract from the interaction is to be able to holistically segment fans. In order to exchange that value into revenues and profits, clubs must apply it to

all parts of the club's sales, sponsorship and marketing activities. When value is extracted, sufficient resources should be re-invested and the cycle repeats itself.

A conceptual framework that illustrates the steps of the digital media revenue model can be depicted as follows:

Figure 5.5 – Digital Media Revenue Model



6.0 Innovation leaders in Football eBusiness

It seems logical that renowned clubs that possess global brands, like AC Milan or FC Barcelona invest more and have more elaborate standards in all aspects of their businesses. They are also, knowingly or un-knowingly, wielding the digital media revenue model presented above through their eBusiness model. In the digital sphere, however, in theory many of the differences in size and financial prowess should be nullified because even local teams can wield the above conceptual framework by aggregating fans and extract value through a strong digital media strategy; even with relatively scarce resources.

To solidify the conclusions deducted from the theory on eBusiness and Sport Management, an analysis of four professional football clubs is conducted. They have all invested resources in developing digital media activities. Two of the clubs, AC Milan and FC Barcelona, are global sports brands, while the two others Rosenborg BK and IFK Göteborg are big local teams and - argued here - counterparts to FCK in their respective countries Norway and Sweden.

6.1 AC Milan – Community focus

AC Milan is one of the top teams in Italy's Serie A with a global recognition for its many achievements, including 7 Champions League titles. The club's website is visited monthly by more than 1.3 mil. unique users, or approx. 43.000 people per day (Interview with Francesco Ghiso).

The main purpose of AC Milan's digital media activities is to gap the community void that exist for fans. "*The online community is the meeting point for fans, both locally and abroad*" says Francesco Ghiso, Vice-Media Manager at AC Milan Media. Secondly, the purpose of the website is to attract new supporters and know the supporters better to be able to better target them. "*The website creates the target*" says Mr. Ghiso – "*We use it in our newsletter and in our direct e-mail marketing*" (Interview on March 17th, 2008).

This knowledge is generated through the websites community activities. These activities include the ability to stream videos, chat and download

material, but AC Milan has taken the step further, creating the AC Milan Web TV channel called 'Showtime' and allowing fans to also upload videos, create PhotoBlogs and chat with the club's star players.

So far, fans have reacted strongly to these initiatives; For example, 10.000 fans asked questions to AC Milan star-player Kaka in less than 2 hours. Also, the most viewed picture on the website has been displayed more than 400.000 times, which indicate a true passion for community interaction among sports fans. Furthermore, the AC Milan website has been customized to six languages, providing accessible news and entertainment for fans in for example Brazil, Japan and China where English proficiency is low. At the same time, the splash page – or website entry page is customized to the language chosen so local sponsor logo's are only displayed to the 'right' potential customers (Interview with Francesco Ghiso, March 17th 2008). All of these initiatives help AC Milan holistically segment their fans and increase their ability to extract value from online encounters with fans. This is in line with the conceptual framework for eBusiness in a sporting context.

The community activities has increased AC Milan's knowledge of fans, however, it is also laborious and costly to create content - for example to create websites in different languages. In order to counter the costs AC Milan charge sponsors, either to pay directly to have a certain promotion directed to a specific target group, or gain visibility on the website; or it is part of a multi channel sponsor-package. It does not seem, however, that these activities are generating large directly linked incomes. The revenues that are generated on the website come from the programmed Web TV, one of the few services where AC Milan charge payments. This might indicate that this specific product has higher revenue potential than other digital media offerings. Nevertheless, in-directly linked incomes might be generated as a consequence of increased interaction.

In terms of community activities, the club is an international 'Innovator' and a true 'Aggregator'. This has, as the conceptual framework suggests, allowed the club to know much more precisely who the club's fans are. It has also, in turn, allowed AC Milan to present the fans with much better targeted

product/service offerings. Impacts on loyalty should translate into revenues as loyal customers cost less (Reichfeld, 1996). However, apart from Web TV, AC Milan did not have any significant direct revenues off the website. It thus seems that AC Milan's digital media activities are mainly generating in-direct revenues, derived from community building and loyalty generation in general, rather than large direct incomes from new sponsor agreements or advertising and marketing.

6.2 FC Barcelona – Broadcasting rights

FC Barcelona is one of Spanish Primera Division's top-two sides and a public favourite worldwide. The club's website is visited by more than 2.4 mill. unique users per month, or more than 80.000 people per day.

Until now, FC Barcelona has not exploited the opportunities that lie within 'datamining' or extracting information from visitors to their website. Chief Media Officer Daniel Schloesser says:

"We are still in a process of getting to know our fans with CRM activities, so there is a huge potential still to be exploited. We are just at the very first step of it" (Interview with Daniel Schloesser, April 9th 2008)

It seems surprising that the club has not established a system to collect fan information, however, the reason might be that FC Barcelona has a high focus on the value of the live games; *"Whenever we offer something that doesn't include the live games, then it is only a fraction of the potential that the live games have"* Mr. Schloesser states. This, however, implies that holistically segmenting FC Barcelona's fans should be difficult at the moment.

Although FC Barcelona is in the process of implementing a CRM system that will allow them to leverage the behavioural information left by fans on the website, the prospects of 'monetizing' the content seems more difficult. This is according to Mr. Schloesser because consumers have an expectation to receive content for free on digital media platforms; *"It means that you have to think about how you use it, yes, but you have to work with it because it is here and it is going to be here for the long-run"* he adds. The club seems to be

acknowledging that it is the clubs, not fans that needs to adapt in this realm of almost inexhaustible entertainment offerings. However, the most lucrative prospects for the club is according to Mr. Schloesser gaining rights to live footage that can be broadcasted through the clubs programmed Web TV – Barca TV. At the moment this issue is only becoming relevant as broadcasting agreements between TV channels and clubs are being replaced, but is something that holds a great potential as Internet streaming of live footage becomes more widely accepted.

FC Barcelona is in terms of content, very much part of the elite of football club websites – like AC Milan. However, the club has yet to reap the benefits of knowing the fans better, because a CRM system is not in place. Perhaps for this reason, the club's possibility to monetize the free content is somewhat limited. This illustrates how important the latter part of the eBusiness model is in sports. If a club is not able to holistically segment fans, a lot of value is potentially lost. It also seems, that there are large differences in the profit potential of different digital media features, where some activities help build community feeling that can generate in-direct revenues, others such as Web TV have directly measurable revenue potential.

Mr. Schloesser foresee that a 'rights' battle between TV stations and football clubs over broadcasting rights as current agreements expire. This should be seen in the light of the increasing potential in offering streaming of live games on digital media to fans. There is thus an opportunity to 'cut-out' the mediating TV channels. Such a move would open up a new use of digital media to monetize content, however, as current TV agreements still provide TV channels with the majority of rights, this opportunity could be deemed immature.

6.3 Rosenberg BK – Trial & Error

Rosenborg BK is without doubt the Football Flagship of Norway, having grabbed the national title in 13 consecutive seasons and qualified for the Champions League 8 years in a row during the 90's and into the new century – an achievement that has only been surpassed by Manchester United (http://en.wikipedia.org/wiki/Rosenborg_BK). The visits to the club's website is

a modest 4.000 unique users per day, however, the club has set an ambitious goal to reach 20.000 unique users by the end of 2008, the same number of fans that also come to the stadium (Interview with Nils Heldal, March 24th 2008).

In order to reach that target Rosenborg BK has initiated a multitude of content offerings to fans, however, interestingly the club is currently following a strategy of 'trial and error'. Nils Heldal, Media Manager at Rosenborg BK says:

"It is not like I try to find out what people want, and then do it. We just try. We make it and try. If they don't want it, ok then we skip it...Our ears are wide open and we try to take the pulse of the fans, by interacting and we actually listen to them...we want to spend the money on making content" (Interview with Nils Heldal, March 24th 2008)

There is little doubt that Rosenborg BK believe in the potential of digital media, however, until now the club has not been able to convert that potential into revenues. In fact, in order to make the digital media activities profitable, the revenues will need to double in the current year and again next year (Interview with Nils Heldal, March 24th 2008). This indicate that it is not a simple task to monetize digital media content and there are relatively high start-up costs involved in being an 'aggregator'.

Rosenborg BK's digital media department consist of 8 employees out of a total of 42 commercial employees (www.rbk.no), or 19 percent of the total staff. This is a relatively high figure for a business unit that has yet to deliver tangible revenues.

As stated by Mr. Heldal, Rosenborg BK has chosen to focus on creating a massive amount of content on a trial and error basis. The club has implemented a free Web TV that show both short and long interviews with staff and players, as well as clips from matches and training. The Web TV is updated several times daily with new feeds. The format resembles more an archive of clips rather than an actual TV program. Making the Web TV freely

accessible mean that the costs incurred could be covered by other means, for example by advertising spots at the beginning of each clip, but is currently not.

3 of the 8 employees in the digital media department are dedicated to creation and updating of the Web TV. Free Web TV can thus be a significant cost driver. Mr. Heldal, however, believe that it is hard to divide the digital business unit by only looking a revenues for the individual business unit. The digital department often works with Marketing and generate revenues, but they are not yet tracked in an organized way, which makes it extremely challenging to measure the revenue impact of the digital media department. Tracking resources is, according to Mr. Heldal, key to understanding profit flows and ultimately building a sustainable digital business. This holds true for any business unit, however, with digital media much of the work is given, as digital media is per se measurable (Krishnamurthy, 2003). The club has one employee who works with tracking data bits – in particular phone numbers, names and addresses of people who want to have a relationship with the club. However, given the potential, Rosenborg BK is arguably just scratching the surface. The reason that more holistic information is yet to be collected, seems to be linked to the relatively high start-up and maintenance costs.

Rosenborg BK has, however, already seen the impact that managing fans can have on business and this should inspire to further track resources. Before the club's vital Champions League qualifier against Kazak side Astana, a simple Multimedia Messaging Service (MMS) was sent to mobile phones of fans that had provided their phone number to the club as a reminder to come to the game. The MSS, as opposed to a normal SMS, can contain more vivid multimedia messages. In this case, the MMS simply envoyed a motivational message from one of the team's star players asking fans for their support. Within 15 min. between 1.500 and 2.000 fans had bought a ticket (Interview with Nils Heldal, March 24th 2008). This illustrates the clear synergies between digital media technologies and high passion community based activities, such as support for a sports club.

Furthermore, Rosenborg BK is focusing on increasing relevancy for sponsors by delivering a high target-rating point, as opposed to high gross-rating points. This means delivering an advertised message to the 'right' fans, rather than 'as many as possible'. Mr. Heldal's ambition is to attach these high target-rating points to advertising and marketing packs, for stadiums, TV and online to create added-value for sponsors (Interview, March 24th, 2008). This resembles holistic segmentation, from the clubs perspective, as it can potentially extract more value from interaction with fans, which in turn should lead to the possibility to charge sponsor premiums using digital media identify the 'right' targets. Nevertheless, it is questionable if the 'right' fans will appreciate this initiative, unless the club secures that it is also a relevant message that is being delivered. In order to do so, the club will need to expand its data mining capabilities beyond simple factors like phone numbers or addresses.

Mr. Heldal see a big potential in the biggest club's in Norway jointly offering advertising and sponsorship packages, because this would enable them to offer a nationwide coverage (Interview, March 24th, 2008). This is much more attractive to large sponsors and could suggest that digital media fosters commercial synergies among clubs.

Rosenborg BK has invested many resources in developing digital media activities for fans, despite having quite few visitors to their site. However, the strategy is 'trial and error' based, rather than based on analysis and the club still faces issues with tracking the revenues derived from the digital media activities. It seem that digital media is thus a large expense for the club, not a revenue source at the moment. These expenses are notably for the free Web TV. The club, however, has begun to leverage interaction with fans in a commercial way. By extracting data from fans, the club is able to address the fans with direct offers and have received unexpectedly high levels of response; for example ticket offer MMS messages in relation to important games. Despite such examples, which illustrate the measurability advantages of digital media, investments are currently far higher than revenue. This could indicate that, from a revenue point-of-view, it is necessary to be focussed on

certain activities that have high potential for monetization, as 'trial-and-error' can be a costly strategy.

6.4 IFK Göteborg – Ad Hoc Strategy

IFK Göteborg is the reigning Swedish champions and the most historic club in Sweden. Arguably the club's finest sporting achievement is winning the UEFA Cup twice. It is in fact the only Scandinavian club to have won a Pan-European tournament ([http://en.wikipedia.org/wiki/IFK Göteborg](http://en.wikipedia.org/wiki/IFK_Göteborg)). The club's website is visited daily by 5.300 unique users – an increase of 30% vs. 2005 (Interview with Andrej Häggblad, March 31st 2008).

In the digital sphere, IFK Göteborg's achievements are also quite unique compared to many other Scandinavian clubs, because it offers some compelling content without having invested a lot of financial resources. Until now, the club's digital media activities have been implemented without any overall strategy. There have been no single person, or business unit in charge of digital media and new initiatives have been implemented on an ad-hoc basis (Interview with Andrej Häggblad, March 31st 2008). Nevertheless, the club has managed to present fans with some interesting opportunities.

Most notably, IFK Göteborg offers free Web TV, with a real program content to fans, instead of 'just' clips from training or interviews. Most notably, the club has achieved this without taking any financial risk. In 2007, the club was approached by Kanal Lokal, a Gothenburg based local TV station. The station wanted to use its facilities to produce an IFK Göteborg TV program that could be aired on both the TV channel, as well as broadcasted on the club's website. The preconditions were that Kanal Lokal could sell advertising and promotion, placed as clips during the TV show and in between the programs. Furthermore, Kanal Lokal would also use its facilities to produce a similar show for local rival club GAIS. Although IFK Göteborg was not fond of sharing a program with their rivals, the financial proposition with no risk outweighed the cons. This has arguably exposed a broader audience to the club, as the club's website is mainly visited by the club's core fans. The solution has allowed the IFK Göteborg to test fans interest and gain experience in Web TV without financial commitment, although it according to Andrej Häggblad,

Market & Media Manager at IFK Göteborg, has been laborious in terms of manpower (Interview, March 31st 2008).

The response from fans have been very positive and the club see great revenue potential in digital media, however, it is now realizing that in order to expand it needs to build a more formal strategy. Mr. Häggblad says:

“...we have come as far as it is possible with the current organisation. To take the next step we need to recruit professionals who have worked with this before. We need to put up some objectives, both in short and long-term and in terms of visitors on our website and in economic terms” (Interview, March 31st 2008)

Despite the success of the Web TV, Mr. Häggblad is convinced that revenues will come from advertising and commercial activities such as merchandise. The club understood early on that they could not charge fans for Web TV (as opposed to AC Milan and FC Barcelona), so the club has chosen to focus on increasing traffic. Mr. Häggblad states:

“I am 100% sure that revenues will come from advertising and commercial activities, as it already does for us today. If you choose that road, you need to get as many viewers as possible, because that is the only thing that they (Advertisers and Sponsors reg.) will pay for” (Interview, March 31st 2008)

The Swedish Football Federation (SFF) has currently presented all clubs in Allsvenskan (The Swedish Premier Division) with an offer to provide a TV studio at each club. The SFF will allow the club's to produce their own content with studio. In return, the SFF want full access to players, coaches and management for 1 hour per day. As of March 31st, IFK Göteborg was the only club yet to have agreed to the offer. According to Mr. Häggblad, this is because the club is not yet sure how this will restrict the club's commercial manouverability, but it is an option that the club is reviewing (Interview, March 31st 2008).

IFK Göteborg has demonstrated that the start-up costs in digital media can be reduced while still offering value to fans. At the same time, this provides a

new revenue platform for the club by thinking 'out-of-the-box' and forming partnerships. However, in order to reap the larger benefits of digital media, a club needs to outline a more coherent strategy. The club does not gather any information about fans from the current set-up and there are no information exchange or log-in required when using the Web TV.

Nevertheless, IFK Göteborg is focusing on implementing CRM tools and expanding digital sponsorship and partnership opportunities. This very much resembles the central part of the conceptual framework. Clubs cannot merely provide value to fans, but must be able to extract value themselves from the digital media activities and this is optimized by extracting measurable data and using it to attract sponsors and sell targeted commercial services, such as tickets and merchandise.

6.5 Conceptual Framework & Empirical findings

AC Milan confirms that, at least for some clubs, the digital media revenue model works. However, there are many club specific variables that need consideration. Firstly, it should be pointed-out, that clubs have very different DNA. While some clubs are global Brands, others are more relevant within a geographically confined area. It can be concluded that global Brands seems better adept to charge customers for content than local teams, but that local teams can also generate revenue by focusing on advertising and sponsorship revenues.

From another perspective, it could also be argued that many clubs are still in the early stages of the digital media learning curve and searching for the adequate strategy to pursue. In general, it seem that football clubs that have invested in digital media are facing the following issues:

- High start-up costs of digital media platforms
- Monetizing free content
- Building and managing rich CRM systems and data mining
- 'Rights' issues to broadcasting 'live game' footage
- High maintenance costs of digital media platforms in several languages

- Extending the web community/visitors beyond the number of live game attendants

It is noteworthy that digital media is costly, both in terms of start-up and maintenance/updating and that extracting information about consumers is possible, but seems to consume many resources. Even global clubs like FC Barcelona are in the embryonic stage of implementing the measurability tools that are essential in the digital media revenue model. However, all clubs seem aware, that in order to extract value from digital media, building information about unique customers is essential. Furthermore, there seem to be evidence that clubs are focusing both on Web TV, sponsorship and advertising, as well as direct-marketing activities based on data mining as potential revenue drivers.

As mentioned above, it seems clear that there are differences between global brands such as AC Milan and FC Barcelona, and big local teams such as Rosenborg BK and IFK Göteborg. Local teams encounter, on top of the general challenges, issues with:

- Leveraging 'Reach, Richness and Affiliation' on a global scale
- Difficulty to manage programmed Web TV
- Implementing adequate organization and developing strategy
- Scarcer resources

Local teams do not have global audiences, which mean that start-up and maintenance costs are more costly per potential user. In other words, 'Reach' is less of a factor for local teams. However, big local teams such as Rosenborg BK and IFK Göteborg have large nationwide support outside their cities and the 'Reach' effect could therefore still has an impact in relation to establishing a relationship with long-distance national fans. In addition, local teams seem to be poorer at building strategy that emphasizes profitability for their digital media businesses. As already described, Rosenborg BK has perhaps over-invested, while IFK Göteborg has yet to outline a formal strategy and create a digital media department at all. On the other hand, IFK Göteborg's Web TV solution is an example of innovative thinking; and in

contrast to Rosenberg BK, demonstrate that start-up and maintenance costs can be reduced by forging collaborations with external partners.

It can be concluded that the main concepts and the processes in the conceptual framework are also present in the mind of football club media managers. However, many clubs are yet to capitalize on the commercial potential of digital media. AC Milan is the only club out of the four that reflect the conceptual framework theoretical conclusions in practice. AC Milan has partaken the role of the 'Aggregator' that follows the pattern of the digital media revenue model. The other clubs have either yet to strategize their digital media activities or are yet to implement systems that enable rich extraction of enable of data, that ultimately leads to leveraging the revenue potential. Surprisingly, it seem that the importance of Web TV is higher than expected and live footage seem to have the highest revenue potential. The relative importance of different interaction options, from a revenue point-of-view, should therefore by adjusted to emphasize these activities.

Although, the clubs understand that there is a necessity to know customers, it seem that implementing and using CRM tools is expensive and resource demanding. It can be argued that clubs should therefore only slowly increase digital media activities, perhaps by focusing on a few elements at a time. In relation to the conceptual framework, it is thus important to emphasize the cyclicity of the digital media revenue model.

All clubs also focus on the advertising and sponsorship potential. As visitor numbers increase, it is increasingly becoming attractive for Brands to gain visibility in the digital sphere. Internationally renowned clubs have the resources to enrich their web TV offering, by producing programmed Web TV for which they can sell the content by subscription. Local teams only have the opportunity to offer programmed Web TV by collaboration or by financing their Web TV via advertisers and sponsors. It can be argued that international renowned clubs have higher likelihood to establish direct revenues from fans, while local teams has to generate revenues in more in-direct ways. Extracting information from fans and forging partnerships thus becomes even more important.

For all clubs, there is also a potential issue with 'rights' to live footage, which limits clubs from competing with TV Broadcasters. This discussion will become more relevant as consumers become used to watching TV on the web instead of through the traditional TV set.

7.0 Case – FC Copenhagen (FCK)

After having presented the theory concerning eBusiness and Sport Management and shown the linkages and synergies that exist a conceptual framework was developed. The framework illustrated the digital media revenue model for football clubs and was enriched with empirical findings from clubs that are focusing on developing commercial activities in the digital sphere. The framework will now be applied to FCK.

The case study will commence with an introduction to FC Copenhagen (FCK), followed by an overview of the club's digital media strategy, based on interviews with Commercial Director Dan Hammer and Webmaster Daniel Rommedahl. This is followed by an analysis of FCK's digital media activities by applying the conceptual framework step-by-step. This will lead to an identification of the loyalty and revenue opportunities that exist for FCK's digital medias. Drawing on both the conclusions from this section, as well as section 5 & 6, Hypothesis 1 (H1) will be answered. This will enable the answering the *Why* part of the problem statement and concludes Part I. Before commencing, let us recapitulate hypothesis 1:

H1: Digital media makes it easier for clubs to learn more about their customers and use it to generate loyalty and revenue

7.0.1 FC Copenhagen – Background & Introduction

The club was founded in 1993 as a fusion between two of Copenhagen's most historic clubs; B1903 and KB. It was a happy marriage from the beginning, as the club won the Danish title in its first season. In the following years a championship drought followed, which questioned the long-term benefits of the fusion. In recent years, however, the club has dominated the national football stage and cemented that it is here to stay.

The club has taken home four of the last six domestic championship titles, enjoys following from more than 14.000 registered fans and bolster the highest match attendance in the Danish league. The club also generates income from a vast array of activities, many of which stretch far beyond the borders of sport business. The club's good business sense is demonstrated by its revenue, which amounted to a staggering DKK 539 mil. in 2005/06 (Parken A/S, Annual Report 05/06); An impressive result for a team operating in a small market like Denmark.

In financial terms, this should at first sight place the club in proximity of Europe's elite. Reviewing Deloitte's Money League publication (2008), one sees that FC Copenhagen is placed 22nd in Europe in terms of revenues - aspiring to enter Europe's top 20. Nevertheless, solely looking at revenues is a misconception of financial performance. Commercial Director of FC Copenhagen, Dan Hammer notes that Chelsea figure in the top 5 of the list with a deficit of more than DKK 700 mil. According to him, reality in FC Copenhagen is that "we are a big club in a small market...we will inherently be a club that needs to deal with scarce resources" (Interview with Dan Hammer).

7.1 FC Copenhagen – Digital Media Activities

FC Copenhagen first created a website in 1995. According to Commercial Director Dan Hammer, it was an alibi at first – simply following the stream along the "everyone else has got it, so we need it too" motto (Interview, March 12th 2008). Since then, the design of the website has been redone several times; the latest version being from 2007. The website is professionally designed, but relatively simple in its structure. For example, there is no

community section, which mean that fans must go to FCK's fanclub website (www.fckfc.dk) in order to discuss their football team.

In the clubs own words, the website has evolved into a daily window into the club, where fans can visit and find news about the club, without staying there for long time periods. "The website is primarily an information tool" says Webmaster Daniel Rommedahl (Interview, March 5th 2008).

"We are not the most innovative in this area, but we believe that information is a vital source in order to generate more interest for the club and ultimately sell more tickets. So this is the main purpose of the website" (Interview – D. Rommedahl, March 5th 2008)

The focus on match attendance and the live product is clear and the club very much represent a venue product. Up to now, the commercial focus on digital media has been scarce and the club does not have a clearly defined department for these activities. In fact, Information, Marketing, Communication and Digital Media seem to be only loosely organized, as is evident from Mr. Rommedahl's comment:

"It can sometimes be difficult to divide marketing, information and communication into separate groups. At FCK it probably is somewhat the same. Even though we are now sitting in the information department, in reality it is maybe as much a marketing department. Especially because we do not have a marketing department" (Interview – D. Rommedahl, March 5th 2008)

The club is thus still quite unstructured in it's approach to digital media and is simply monitoring the traffic development on a simple curve basis, "*as long as the curve goes up, we are not doing badly*" says Mr. Hammer. At one point Mr. Hammer thought that the web would become the clubs "5th stand", generating the same revenues as one of the 4 stands in the club's venue: Parken. This opinion has, however, changed into a more conservative attitude (Interview, March 12th, 2008). "*There are no direct revenues coming from the website*" Mr. Rommedahl adds, although revenues are arguably generated through the website for other business units.

“There is no doubt that we would like the website to become a revenue source and we have tried numerous initiatives throughout the years to see if we could achieve this” (Interview with D. Rommedahl, March 5th 2008)

One of the key factors is, according to Mr. Rommedahl that many digital media are related to high sunk costs in technology, staff and equipment, which make investments - and mistakes - costly.

“The initial investments have been sizeable and the insecurity related to revenues from ads etc. have not been good enough projects to say; this has a lot of revenue potential. We do not believe that there is good reasoning behind trying to make 2000-4000 DKK per months. Then it is better not to do it and focus on our core product” (Interview with D. Rommedahl, March 5th 2008)

In general, there exists a fair amount of scepticism in the club, as to the commercial importance of digital media, due to the fact that most services are offered for free. Mr. Hammer says:

“It is an almost impossible situation to return from. When something has been given for free, it is very hard to put a price-tag on it subsequently” (Interview with D. Hammer, March 12th 2008)

The club has chosen not to be among the first to implement new digital media features, but rather let others try the technologies first and then assess if it is relevant to invest in. According to Mr. Rommedahl the club focuses on efficiency, *“We are very cost minded...we want to be very sure that things work, if not, then we do not want to invest in them”* (Interview with D. Rommedahl, March 5th 2008). This approach is also visible in the resources allocated to digital media in the club. These resources are currently lower than other top clubs in Denmark and the rest of Scandinavia. In fact, FC Copenhagen can barely bolster one employee solely allocated to digital media.

“if we focus on fck.dk, then 60% of my time is devoted to the website and Charles (reg. Press Officer) uses around 10-15% of his time and then a couple of others are involved from time to time. This almost doesn’t even stack up to one whole employee. This is where we stand” (Interview with D. Rommedahl, March 5th 2008)

Nevertheless, the club is interested in expanding its digital media activities, building on the current strategy.

“The next step is to maintain being a good friend that you want to visit...that provides an added-value that attracts others, while at the same time makes revenue for the club and ultimately leads to better football players” (Interview with D. Hammer, March 12th 2008)

The club also see the potential for individual customer interaction:

“We have not said, now we want to target the 18-22 year old’s that have visited the website within the last 3 weeks. We are not at all at that level yet. However, it is evident that in the long-run there is a huge potential” (Interview with D. Rommedahl, March 5th 2008)

Mr. Rommedahl and Mr. Hammer agree that one of the key elements in this development is the new TV agreement for Danish football that will take effect in 2009. This agreement will provide the clubs with rights to TV transmitted material, something that hitherto was assigned solely to broadcasters in Denmark. This opens up possibilities to show live games on Web TV. It is clear that Mr. Hammer believes that this is has much higher revenue potential than features that are offered free:

“We do not earn money off our information. We have a little bit of revenue off our sms service, but its peanuts...I would say that if we really did an effort, today, we would maybe be able to make the website break even with banners...The new TV agreement includes the possibility for the clubs to get access to TV transmitted viewing material. To me that is a decisive prerequisite for doing something that will not be a C product” (Interview with D. Hammer, March 12th 2008)

Furthermore, FCK has not invested in CRM systems that can monitor fans and it does not plan to do so either. According to Mr. Hammer, the club does not need to target consumers, because they believe they already know who their fans are. Rather, FCK's focuses on being visible in the press and general media to reach the general football fan " (Interview with D. Hammer, March 12th 2008).

In summary, FCK's digital media strategy can be said to be relatively conservative and the club focuses on the venue product. Scepticism toward the revenue potential of digital media is based on the club's experience without clearly defined commercial digital media strategy. The club spends only a few resources on their digital media activities, mainly to provide fans with information. Furthermore, community services are only provided by the independent FCK Fan Club, and FCK do not segment or target fans digitally.

7.1.1 Conceptual framework & FCK digital media activities

The conceptual framework that illustrates the digital media revenue cycle, will now be applied to FCK step-by-step to analyse how the club could change its digital media strategy in order to generate loyalty and revenues from the activities.

7.1.2 Building a platform

Building a platform is a pre-requisite for interacting with fans online. It is fair to say that FCK has a very traditional website, which is mainly an information portal and that fck.dk does not encourage fans to spend a lot of time in there. This is also in line with the club's current strategy (Interview with D. Rommedahl, March 5th 2008, D. Hammer, March 12th 2008). The website, however, is simple and well designed with six overall categories of interest in the main page (In English in the brackets):

- Sæsonen (Season)
- Førsteholdet (First Team)
- FC København (FC Copenhagen)
- FanZone
- FCK Medier (FCK Medias)

- Andre hold (Other teams)

Four of the categories are clearly information oriented and offer little or no interaction opportunities for fans. These are *Season*, *First Team*, *FC Copenhagen* and *Other teams*. In these sections there are also no commercial messages. Club merchandise can, however, be acquired through the site via a link to FCK's digital merchandise marketplace – the official merchandizing webpage. The two most interesting categories from a commercial perspective are *FanZone* and *FCK Medias* because they should - based on the theory and on the empirical data gathered from other clubs - be areas where it would be easy to interact with fans. Thereby it would also be possible to collect data on the individual fan's unique characteristics and behaviour.

7.1.2.1 FanZone

The FanZone area contains a mix of general information and some interesting features; 'Indersiden', 'FCK Mobil', 'Downloads' and 'FCK Fan Club' (See appendix 10. for images).

'Indersiden' is a free 'Manager game', which enable fans to set their own favourite team and compete for prizes. From a measurability perspective it is interesting because it is the only feature on fck.dk which requires fans to register and use a log-in every time they visit. The registration is quite detailed and both require information about age, gender and adresse, as well as the name of that fans' favourite player. Technically, this is a first step to make FCK able to know more about, and segment, fans. However, the game is only updated once per week, after the last round of games and thus only provide incentive to log-on once per week. This means that it becomes very hard to judge if the log-in pattern of a fan reflects his affiliation with the club, as the fan could be visiting the website daily, while only updating his team once per week. Most importantly, the log-in function only applies to this specific part of the website. Log-in data therefore do not draw up a representative picture of the fanbase nor the user pattern on the site.

'FCK Mobil' is an sms service that offers fans the opportunity to receive FCK news on their mobile phone. It is interesting because it is the only charged service on the website (subscription fee is 30,- DKK). However, the service is only generating very low revenues as stated above by Mr. Hammer (Interview with D. Hammer, March 12th 2008). Nevertheless, subscribers are sending a signal to the club about their 'willingness to pay' and this is something that could and should be utilized in mapping the fanbase.

The 'Download' area allows fans to download wallpapers and screensavers for free, however, no log-in or other information is asked in return. It means that this area does not contribute to finding out more about when, how often, where and for what the fans are using the downloads. Furthermore, the section is very static as it does not allow fans to upload their own pictures or movies and in that way contribute to a community feeling, as seen at AC Milan.

In general it can be said that while the before mentioned initiatives do add some richness to the website, it is far from enough to provide foundation for the subsequent steps of the digital media revenue model. The current website is not designed to collect information about fans, although some of the elements and pre-requisites exist in the website. For example, it is not optimal to place the log-in function in the sub-menu 'Indersiden', instead of at the root of the FanZone area or even on the main page. As stated above, the interactivity level in the FanZone area between fan and club is very low, with few possibilities for fans to navigate and behave in unique ways. Perhaps even more critical, there is no community area where fans can interact with each other.

From a Web 2.0 perspective this is a design flaw and a symptom that FCK has yet to endeavour into the social web sphere. This fact is unquestionably linked to the section of the FanZone area called 'FCK Fan Club' (FCKFC). The section does not, as one might expect, contain a digital community environment for fans. Rather it provides contact information and a link to the FCK Fan Club, the official, but also independent fan organization. The fact that FCK's fan club is not part of the club itself means that online community

activities take place away from the club itself and cannot be measured by the club.

7.1.2.2 FCK Medias

The FCK Medias area contains a mix of five on- and offline media offerings and both fixed and portable services. The offline media offers are advertised on the website. They consist of *Løvetimen* – FCK's weekly Radio broadcast and *FCK Balls* – the club's fan magazine. The online offers are *FCK Web TV*, *FCK.dk mobil* and *RSS feeds*.

Like most other clubs, FCK has implemented a Web TV feature on the website. As concluded in the conceptual framework, TV material, such as live footage, interviews, training report and programmed shows seem to combine strong revenue potential and attract high interest from fans. FCK's Web TV, however, is far from realizing the potential. Firstly, the Web TV is almost never updated. In the entire 2007/2008 season only 5 new clips were added and only one of these clips was added in 2008. For comparison, a club like Rosenborg BK updates its Web TV 2-3 times per day with new clips, interviews or live game summaries (see appendix 11. for illustrations). The few FCK's updates that has actually been uploaded are only pre-match interviews or interviews with new signings and there are thus no live footage, training reports or other 'behind the scene' footage. Live footage is not offered at all. This is, however, likely due to the fact that the Danish TV broadcasting agreement does not currently allow clubs to show these images on their websites.

A new agreement, starting at the beginning of the 2009/2010 season, will end this era and open up the live TV broadcasting market allowing clubs to compete with Broadcasting networks for viewers (Interview with D. Hammer, March 12th 2008). Still, the current Web TV does not capitalize on the opportunities that are already present. The club could easily interview players and show images from training etc. Currently, it adds very little value to fans and had it not been for one new clip (Uploaded on the 28th of Januar) it would have been desolated entirely for 2008 year-to-date (reg. November 1st).

'FCK.dk mobil' is the club's 3G website; a light version of the 'normal' website. The 3G website is designed for mobile phones, which means that fans have the possibility to communicate with FCK, anywhere at any time. As the use of 3G mobile phones increases and becomes standard, the commercial potential of FCK.dk is likely to also increase, however, the development of the light version is very much dependent on the development of the 'normal' fck.dk. Like the 'normal' site, it is currently mainly an information source.

Finally, FCK offers fans an RSS feature. RSS stands for 'Really Simple Syndication' and is a software that allow fans to link official FCK news from fck.dk to their own websites. This service thus permit fans to 'tap into' the FCK news stream and thereby enhancing the activity level on own sites. From a community building perspective, however, it is more a club-fan interaction point, rather than a fan-fan interaction point.

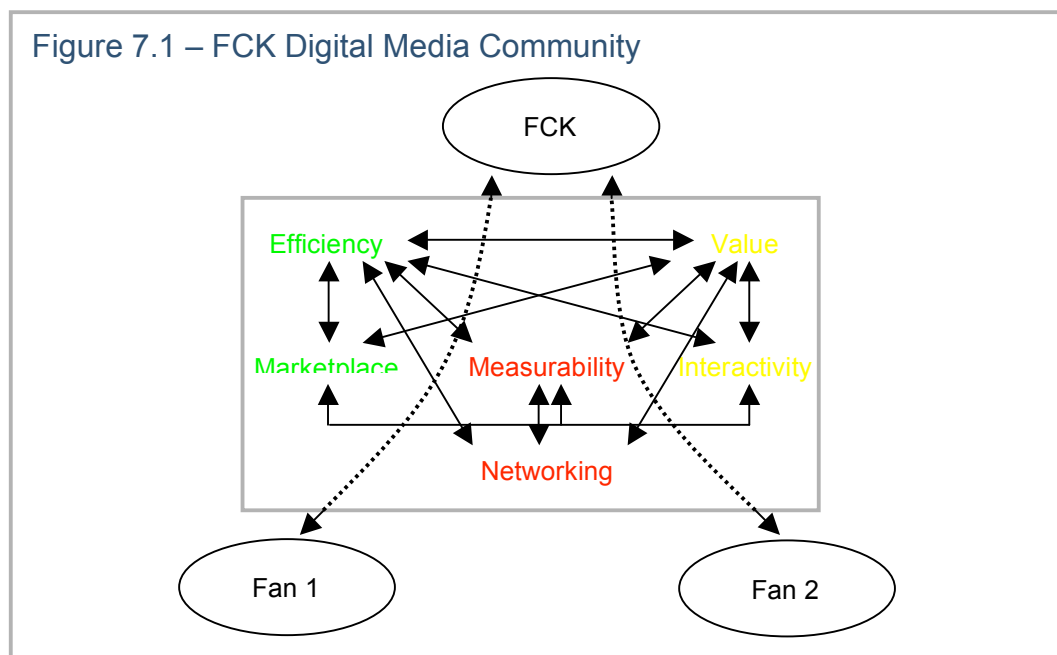
In summary, FCK has built a platform that is simple, nicely designed and includes the 'right' categories for building a community. The categories themselves, however, lack compelling content and interaction opportunities - both between club and fans - and between fans. Community building is to a great extent 'outcast' to the FCK Fan Club website and thereby the unique behavioural patterns that are interesting from a commercial perspective cannot be traced. At the same time, such initiatives become obsolete, as long as the adequate data storing capacity is not in place, which is the case at FCK.

7.1.3 Become an "Aggregator"

FCK's website has, as stated above, a very low interaction level. Networking capabilities are not present. Fans do not have the adequate platform to communicate directly and express themselves; this can only be done through the fan club, fckfc.dk. Hereby the measurability advantage of digital media is nullified and the free flow of feed-back and communication between club and fans is also inhibited. There is a risk related to not controlling the community building process. If fans are dissatisfied with content or services, it is harder to remedy these issues, simply because of the lack of communication.

FCK, it seems, has chosen to focus on providing fans with an efficient information source, and on establishing an online marketplace with the link to the official merchandiser, Supershoppen.

FCK's own digital media community thus demonstrate a lack of networking and interactivity possibilities and absence of measurability tools. At FCK's own site, fck.dk the perpetual returns related to the size of a network (Metcalfe's Law) are therefore very small. The lack of compelling content, such as rich expression opportunities or frequently updated Web TV material also lowers the perceived value of the site - from a community building perspective. These facts can be illustrated when applying the combined Krishnamurthy (2003) and Muniz & O'Guinn (2001) model. The colours indicate how FCK is performing, where Green is good, Yellow is less good and Red is poor:



In summary, FCK has succeeded in providing an efficient portal to club news, by using the Internet. Also, the club has turned their website into a marketplace, by placing their online merchandizing shop on the fck.dk. FCK, however, has not invested in Web 2.0 features that could enrich the dialogue and knowledge on fans. FCK needs to invest in raising the interactivity and networking levels of fck.dk. Thereby facilitating communication between club-

fan and allowing for fan-to-fan interaction, which is currently absent from the site. At the same time it is imperative that measurement tools are implemented so the club becomes capable of wielding the community activities in a commercial context.

7.1.4 Extract Value & Personalize offerings

As discussed earlier, having high levels of loyal fans, or retained customers, facilitate revenue generation. This is because there is a cost attached to attracting a customer and retained customers have already been “paid” that cost (Reichfeld, 1996). In a football context, fans have generic high-loyalty levels, however, media consumers are also potential sports fans, amidst initially at a lower loyalty level. From a value extraction point-of-view it could be argued that the incentive to know the fan is thus even greater. By knowing the fan it not only becomes easier to keep the fan, it also becomes easier to identify what unique interests and needs that specific fan has. Mapping the fan base composition at this detail level, can be leveraged to increase the value of sponsorships, advertising and promotions by having a much more precise image of the fans.

FCK are currently sceptical towards increasing the use of sponsorships on the website (Interview with D.Hammer, March 12th 2008). Currently, sponsoring is kept at an absolute minimum (tributes to sponsored competitions) and management, it seems, does not view the revenue potential as very attractive. *“I would say that if we really did an effort, today, we would maybe be able to make the website break even with banners”* says Commercial Director, Dan Hammer (Interview, March 12th). Firstly, in the digital revenue model, knowledge is the main selling-point, not Banners. Also, the term “Banners” has a very negative connotation and financing a website by simply placing banners on it is, to say the least, outdated. The focus of value extraction is much more complex; provided that the digital media content is both entertaining and with high interaction levels, FCK should focus on both serving fan and sponsor interests simultaneously, by exploiting the synergies that arise when a club can holistically segment fans.

The knowledge that clubs generate should not be used simply to 'push' an irrelevant and bothersome message. Rather, it should help 'match' the interest of fans and sponsors and advertisers. It could be viewed as a synergetic tool that on one hand stimulate interest from fans by offering better targeted and more relevant messages, while at the same time providing the club, advertisers and sponsors with better defined and more stratified segments.

FCK must not view the digital sphere as the 'domain of the banners', but should see it as an opportunity to increase loyalty among fans. The "Loyalty Latter" (see p.42) illustrates the interests of fans at different loyalty levels. The objective of the interaction with fans is to stimulate the fan to step upwards on the "Loyalty Latter". Periphery fans, in general, tend to be more interested in entertainment, while core fans emphasize dialogue and information (Tapp, in Beech & Chadwick, 2004). Therefore, the club needs to provide digital media content that appeals to different customer segments. By extracting information of each unique fan's behaviour and profile, holistic segmentation is facilitated, which is in the interest of both the fans, sponsors and advertisers and the club.

7.1.5 Evaluate

As mentioned in section 7.1.2, a digital platform should be constantly moving in order to keep relevant and live up to the latest expectations of online consumer service. FCK should thus continuously re-evaluate and 'refresh' the business model. Doing so is costly, however, the aggregate returns generated by direct and in-direct revenues derived from stronger supporter communities and higher loyalty levels should make re-investments profitable.

One of the fastest growing and most interesting notions related to this issue is 'Co-creation' which means the direct involvement and development of company activities by customers. The field has gained a lot of attention since Prahalad & Ramaswamy presented the potential innovation and cost-saving opportunities inherent in the phenomenon in 2004. Digital Media is a natural way to link companies and customers to co-create. This has meant that many companies have invested in these opportunities, leveraging the

communication opportunities of the web to get in touch with knowledgeable customers world-wide. The 2nd Annual McKinsey Report on Web 2.0 Technologies in July 2008 show that 23% of responding companies now use customers to co-create products/services, up from 18% in 2007 (McKinsey Quarterly Report, July 2008).

FCK can also tap into this new trend – arguably at a low cost. Football fans are passionate and – if provided with the opportunity – would most likely jump to updating, improving and adding features to any community platform that FCK would provide. At FCK, the radioshow ‘Løvetimen’ is already run by volunteers (D. Rommedahl, March 5th 2008), a great example of co-creation between a company and fans. IFK Göteborg has a similar example with their TV production where fans with technical knowledge helps with the production (A. Häggblad, March 31st 2008).

7.1.6 Re-invest

Finally, FCK must decide what re-investment rate the club should apply in order to keep ‘refreshing’ the business model and how much revenue that the club can generate for the club’s sporting activities.

7.2 Answering of H1

Based on the findings in Section 5,6, and 7 it can be concluded that digital media makes it easier for clubs to learn more about fans, but only if a club is able to extract, measure and store information in order to gain this knowledge. In order to enable these functions, a club needs to provide a rich digital media platform, providing opportunities for self-expression. Digital community areas provide such opportunities.

A club like FCK can use the measurability advantages two-folded. Firstly, to determine what is of interest to the individual fan and provide the fan with a more personalized service. FCK already has a very high number of unique visitors to their website (approx. 20.000 per day), compared to other Scandinavian clubs, such as Rosenborg BK (4.000). The potential perpetual returns of a visitors network on FCK’s website are thus high. The opportunity to digitally aggregate fans, stimulate community feeling and thereby increase

loyalty is thus very much present. Increased retention can in turn be expected to boost revenue. Secondly, the information can be used to increase the value of the fan base towards sponsors and advertisers, as the club has more detailed information about fans and can also communicate individually with selected segments. By this means, digital media add value to the fans and should also boost revenues by charging sponsorship and advertising premiums.

FCK should thus invest in building a more interactive website because it is a potential revenue source with a high potential. The primary prerequisites to tap this resource are data storage capacity and measurability capabilities, and reworking and expanding the *FanZone* and *FCK media* areas. However, this process is quite resource demanding, which is demonstrated by the fact that even clubs like FC Barcelona are still in the implementation phase. It thus seem a pre-requisite that FCK direct more resources to exploiting digital media. An alternative is to forge collaborations, with lower financial risk with experienced partners, which IFK Göteborg has done in relation to their Web TV.

8.0 Part II - FCK Fans

The objective of Part II is to place the knowledge obtained in Part I in the context of FC Copenhagen and it's commercial habitat - it's fan landscape. All football clubs are different, with a unique fan-base, and ultimately the success of any development within digital media will depend on the behaviour and attitudes of these fans. In the fast-moving consumer goods industry, 'Pushing' a product or service to consumers is widely practised (see f.x. Johnson & Scholes, 2002). However, in the Web 2.0 digital sphere, consumers (including football fans) have abundant choices and vast substitute products/services with extremely low switching costs (Basically, the click of a mouse button). This is why the digital media revenue model emphasizes the creation of interactive offerings that allow companies to know their consumers better; thus being able to personalize offerings and serve the consumer better and retain them as customers in the future. In this context, listening to the signals of consumers become all the more relevant.

For the purpose of verifying/falsifying H2 - *FC Copenhagen's fans prefer digital media to other media platforms when seeking sports leisure, entertainment and information* - this section will commence with an analysis of the self-administered questionnaire described in section 4.5. This will include a critical assessment of the representative profile of the more than 2.200 FCK fans that chose to participate. This is followed by a discussion of the findings and supported by more qualitative comments derived from the focus group interview with 6 FCK fans. Finally H2 is verified/falsified and a conclusion is reached on the *how* part of the problem statement.

8.1 Self-Administered Questionnaire – Profiling & Findings

The objective of the questionnaire is to depict the fans' loyalty level, technology proneness, use and personal opinion of FCK's website (For the questionnaire please see appendix 8.). The questions are therefore divided in three groups that match the objectives. These are:

- Profiling
- Fans Technology Proneness and preferences
- Use and Opinions of fck.dk

8.1.1 Profiling

Profiling fans is important in order to determine 'what fans have answered the questionnaire' and if 'this provide a representative spread' among different fan segments. If for example only core fans answered, the results would say little about the technology proneness of periphery fans. The same goes for other parameters, such as gender, age and geography. Questions 1,3,17,19,20,21 and 22 in the questionnaire have been used to profile fans.

The results of the questionnaire showed to be very varied, perhaps more than expected. This increased the representative value. The fear was that only young hard-core male fans would feel incentive to participate and that especially older age groups would not be represented due to the online format. However, participation showed surprisingly strong, both from elder fans, but also from female fans. Even fans living far away from Parken stadium had high numbers of participation – perhaps a small demonstration of

the advantages of the online format. Also, the overall participation of more than 2200 fans is deemed satisfactory to determine the overall technology proneness and preferences of FCK fans, as this represent approx. 10 percent of FCK's home game attendees. Let's take a look at the details.

8.1.1.1 Profiling - Age, Gender and Geography

The most generic segmentation criteria are those of age, gender and geography. In a football context, one might expect to see only male respondents between 18-35 years, living in vicinity of the stadium. Although this is a primary segment (Interview with D. Hammer, March 12th 2008) the questionnaire show that also other fans are motivated to respond.

53,4% of respondents were between 18-35 years old, while 22,8% were 36-45 and 13% were over 45. Finally 10,8% were below 18 years. Not surprisingly, the vast majority were men (88,7%), but a relatively high number of 256 females also responded (11,3%).

Interestingly, only 14,1% of respondents lived in close vicinity of the Stadium (evaluated to be the Copenhagen boroughs of Østerbro and Nørrebro), while 35,2% of respondents (including Østerbro and Nørrebro) were from the city of Copenhagen. At the other end of the scale, 751 respondents (33,1%) lived "long-distance" from the Parken venue. This could indicate that there are potentially a large fan base that follows FCK, but cannot easily experience FCK 'live'.

8.1.1.2 Profiling - Affiliation and Live Game Attendance

Of the respondents, 29% had a Gold membership of FCK, 8,4% were Season-ticket holders and 62,6% were non-affiliation card respondents. 55,2% were regular attendants, 34% sometimes went to see games and 10,8% seldomly or never went to Parken Stadium to see FCK games.

Relative to the number of long distance fans discussed above, the findings indicate that many the long-distance fans that participated are core-fans that travel to the stadium regularly.

Gold-card members are also 'overrepresented' in the results of the questionnaire, which can create some uncertainty to the results. Since Gold-card members are the club's most favoured fans, it is likely that they have pulled the results in a positive direction.

8.1.2 Technology Proneness

The technology proneness and preferences of FCK fans is a key element to determine the potential for FCK to tap into the digital media revenue model. It is of vital importance that the club is on the same 'technology frontier' as its fans and that it can provide the adequate media entertainment and information services that fans demand. The analysis is divided into three categories; Football News Update, FCK.dk and Appliance of Web Tools. Questions 4, 5, 6, 7, 8, 10, 11,12,13,14,15 and 16 have been used to determine the technology proneness of FCK fans.

8.1.2.1 Football News Update

One of the main advantages of digital media is that it provides the easiest access to 'fresh' information. In other words, the more frequent information is sought after by fans, the higher the value of digital media.

68% of respondents checked football related news several times a day, while 23,5% checked daily. The results strongly indicate that fans, in general, whether core, casual or periphery are used to and demand to be frequently updated on football. The claim that the digital media is convenient when seeking football news is confirmed by the habits of information seeking FCK fans. 79,6% prefers to find football news on the Internet, while only 12,8% prefer to watch them on TV and even fewer fans turn to newspapers (5,8%). The Internet is thus already the undisputed information source for FCK fans.

In terms of entertainment value, the results are more divided between TV and the Internet. 52% of respondents would choose the TV if they could only select one media to use, while 43% would prefer the Internet. The surprising element here is that currently, FCK games cannot under the current TV agreement be 'aired' online. Nevertheless, a substantial amount of fans would still prefer to be entertained on the Internet. When the new Danish TV

agreement takes effect from the 09/10 season, it is thus likely that even more fans will choose the Internet over the TV.

For now, however, it is concluded that FCK fans clearly prefer the Internet as an information source, while the fans are divided between the TV and the Internet for entertainment purposes. This point will be further investigated in section 8.1.3. Referring to the Loyalty Ladder (p.42) this indicates that the website is both suited for casual fans and media consumers (seeking entertainment) and core fans (seeking information), but with an advantage over other medias towards especially information seeking fans – the core fans.

8.1.2.2 FCK.dk

FCK.dk is FCK's online avatar; the club's digital 'face' towards its fans. A lot can thus be said when comparing the use of the website compared to other websites. The more detailed aspects of the site will be discussed in section 8.1.3 with qualitative input from fans, however, statistically it will here be analysed how often FCK fans use the club's official website for information purposes compared to other sites on the web. This can indicate how interesting FCK.dk is and also how much 'community' activity is going on at the website.

It could be expected that FCK fans looking for football related information would first turn to the club website. In all fairness, it should be mentioned that many FCK fans can be expected to also be football fans, and thus will also seek other news sources that have a broader focus.

While 68% of respondents check football news several times a day, only 21,9% do so at FCK.dk. This could indicate that the flow of information at FCK.dk is slower than at general football sites. This is actually quite logical from a pure information-seeking point-of-view, as the pool of general football information is higher than the pool of FCK related information. However, it indicates that there are not many other alternative incentives to enter FCK.dk on a more frequent basis. If so, it supports the conclusion in Part I, that the

website lack a community area which could increase traffic. This point will also be investigated further in section 8.1.3.

On a scale from 1 to 6, FCK.dk score relatively well (between 4.27-4.45) on both *Navigation*, *User Friendliness*, *Design* and *Content*. Most interesting in the context of this study, is that *Content* scores lowest of the four categories. However, the statistical difference with the other categories is too low to infer that FCK fans are, in general, dissatisfied with the content of the website. Nevertheless, it could also infer that relative to the appearance of the site and the navigational option, the actual 'space' for entertainment and information is the least in line with expectations.

8.1.2.3 Appliance of Web Tools

The technical and cognitive prerequisites for adding Web 2.0 features to FCK's digital presence, is that fans have the technical requirements on their PC's and laptop's and that they are familiar with and understand the use of Web 2.0. It can also be determined how much demand there are among the fans for existing services (Innovation is, as mentioned, earlier an important point).

90,8% of respondents had Broadband Internet at home, while 30,4% had a 3G mobile phone⁴. The technical limitations do therefore not seem to represent an issue. This is supported by the popular use of streaming of video images, which requires a broadband connection to function normally.

22,4% of respondents stream video daily, while a total of 43,8% stream at least several times a week. This indicates that the use of digital media for watching televised images is becoming widespread. Respondents do also seem to have embraced the concept of profiles. Profiles or log-ins are very important in allowing companies to track unique user patterns. 66,8% had 2 or more profiles on the Internet, while only 20,5% did not yet have an online alter-ego. It seems that the cognitive barrier towards implementing a

⁴ Mobile phone with access to the Internet, TV channels and vast entertainment software incorporated.

measurable profile system at FCK.dk are relatively small. In other words, FCK fans do not have issues with handing over personal information to companies.

In relation to other Web 2.0 features, such as Blogging and Community discussions the results are relatively similar. 50,4% of respondents read or writes Blogs (7,6% do so often). Similarly, 57,4% participate in discussions (12,7% do so often). These results can be interpreted as that FCK fans have an interest in being active in an online community, however, maybe more moderately than expected - or that the interest is there, but the opportunities for expression are at a level that only stimulates partial involvement.

An obvious revenue source on the web is an online shop where consumer can shop the same goods from home as in the store – in the case of FCK, Supershoppen. 9,7% of respondents shop online on a weekly basis, while 39,5% do so 2-3 times a month. The remaining 51,9% either rarely or never shops online.

This is an important indication of the consumers 'willingness to pay' online, compared to the consumers 'willingness to receive information' or 'willingness to be entertained'. In short, consumers are much more willing to exploit the available offers online, than they are to pay for services. This underlines the importance of thinking differently with the web when it comes to monetizing the content. This supports the flow from platform building, to loyalty generation, to value extraction presented in the conceptual framework.

In summary, and based on the questionnaire, it seems that FCK's fans are very prone to using digital media – both for information and entertainment purposes. Most importantly, the fans are well adapted to the features on the web and use many of them actively, including features that require information exchange. It is less clear, however, how satisfied the fans are with FCK.dk as the overall score is relatively good, but not outstanding. Nor are there large differences between scores given to the different variables. It can thus be suspected that some fans might have answered rapidly, rating all parameters equally, or that some fans have not fully understood the parameters.

8.2 Fan Usage & Opinions on FCK.dk

In order to better understand the underlying opinions behind the answers to the self-administered questionnaire, a focus group interview was carried out with 6 FCK fans in the age groups between 22-40 years (see appendix 7 for the interview). The interviewees were 1 female, Ditte, and 5 males, Peter, Mass, Claus, Henrik & Leif, which represent a mix of season-ticket holders and less-frequent match attendees. The focus group interview thus tried to 'mirror' the participants of the questionnaire, the main difference being that no long-distance fans were present. The focus group interview focused on accessing qualitative information on the answers in the questionnaire, with a particular focus on the following:

- Why fans use the Internet for information seeking purposes and why fans are divided between the TV and the Internet for entertainment purposes
- What online features the interviewed fans use and why
- How fans perceive FCK's online activity efforts and why they rate *Content* lowest of the four categories rating FCK.dk

All participants agreed that the main benefits of the Internet vs. other medias, is the continuous flow of new information and that it is accessible whenever, wherever. For entertainment purposes, however, there was wide agreement that TV is a more 'relaxing' media than the Internet because of the passive one-way communicative nature. Specifically in relation to football match live broadcasts, the fans preferred watching a game on TV as there were little or no connection problems, something that was frequent when streaming from digital medias. Also, the content on TV was 'served' by a presenter and the social experience of sitting in the sofa with a group of friends was highly rated. As Henrik states:

"There is more background information before kick-off. There is the expert panel, there is the warm-up; it's a pleasure to watch. It's also the social experience of being 20 guys together watching the game" (Focus Group Interview, August 15th 2008)

Furthermore, the fans believed there was a barrier to 'relaxation' in front of the PC, as this would often require you to sit in an office chair. On the other hand, for more active entertainment purposes, such as games, Peter for example used the PC. It could be said that for 'non-relaxing' entertainment purposes, digital media seemed to be preferred. As Mass stated:

"...it depends on what you want to see or what you are looking for. The web can be very good for entertainment, very specifically about something you are looking for – but you have to be the active part; always" (Focus Group Interview, August 15th 2008)

In relation to the findings in the questionnaire, it can be inferred that the reason why respondents are divided between the TV and digital media, is because they have different functions. TV seems to be preferred for 'relaxation' purposes, while fans seem to prefer the Internet for more active entertainment. For the live game experience there is no doubt that the fans preferred the TV.

Within this category of 'active' entertainment, the fans showed a great interest in particularly video streaming/clips, interviews and 'behind-the scene' material, social profiles and uploading/downloading of own material to a common community site. The social interaction aspect is in this relation also important to the fans, as Peter says: *"...for some reason it keeps your attention (reg. Facebook – a social profile website). If fck.dk had more interaction opportunities I think I would stay longer"*. Mass also demonstrates that fans have an understanding of the online business logic: *"If you want people to use a website, then you need to keep them there, and you do that by making them an active part of something"* (Focus Group Interview, August 15th 2008).

The discussion on how fans use digital media quickly became focused on a discussion about FCK.dk. In line with the questionnaire findings, the interviewed fans were generally satisfied with the overall design of the FCK's website FCK.dk, although Claus commented that he found it *"...too sterile"*. However, the fans had numerous comments on the content – the lowest

scoring variable of the four parameters that were used to measure fan satisfaction with the website.

In general, all the interviewed fans agreed that there is a lack of community activities at FCK, which was dissatisfactory. However, the fans were aware that this was likely a deliberate choice from the club, as these activities were designated to the FCK fan club website (fckfc.dk). As mentioned earlier on p. 66-67, the measurability advantages of online community activities are nullified if the activities are taking place on sites outside of the organization (as unique user patterns cannot be tracked). Although this point has more value to the club than to the fans, the interviewed fans also seemed highly dissatisfied with the current set-up; as Claus' and Ditte's comments reflect:

“Claus: ...videos and tifos and the fans etc. – apparently – the idea is that it is the Fan Club website that has to provide that...but the fan club website is so horribly bad that you don't even want to enter. It is never updated and I really think that FCK.dk should add these services instead. Ditte: They never update it” (Focus Group Interview, August 15th 2008).

Expanding the community space of FCK.dk could, on top of the potential measurability advantages, thus increase 'customer-satisfaction'. More importantly, by implementing interactive features that allow for example uploads, much of the 'updating' problems mentioned by Claus and Ditte can be cancelled if fans are willing to 'update'/upload new material themselves. From the focus group interview, it seems that fans are indeed interested in sharing their lives with other fans. Peter, for example do not understand why it is not possible to share videos or footage from away games:

“It would be so cool to be able to go to the website and see pictures or other fans experience. Our trip to Hamburg was unbelievable – I would gladly upload pictures of how we partied down there – and that would, I think, be really relevant and interesting for other people to see” (Focus Group Interview, August 15th 2008).

In addition, the fans would like to be able to delve into the history of the club, much more than is possible today and there was a general lack of understanding, why it was not possible to see videos of old historic victories or great moments – like champions league participation. As Leif pointed out: *“FCK is a young club. Therefore, it might be an idea to emphasize more the things we have won”* (Focus Group Interview, August 15th 2008). As discussed earlier in section 5.2.1, holistically segmenting fans is important, because fans take up interest in football for numerous reasons. This is evident in the following comment from Ditte:

“As a girl, that has an interest in football, but that might not be AS interested as the guys, I would really like if there was video of some good matches or good moments, videos of fans, and of all the things that is also a part of the whole experience. The other side of football. Then I would use the website, instead of just checking at what time the kick-off is” (Focus Group Interview, August 15th 2008)

If so, and if this is a more general opinion, then it is clear that there is a great potential for more community activities at FCK.dk, which in turn show that there is a potential for the online revenue model. When consumers have an interest in becoming ‘active’ and use websites interactively it allows the club to track their unique behaviour, which can be inputted into the revenue model.

Interestingly, the fans were also very aware of the relative quality of the FCK.dk website compared to other football clubs and the ‘prestige’ of having the best website. There was a general agreement that FCK did not have the best website among Danish Superliga clubs or compared to clubs in Holland and that this was a disappointment. As Peter said: *“If they (reg. FCK) have the best team, the best stadium, the best fans, then why shouldn’t they also have the best website?”* (Focus Group Interview, August 15th 2008).

8.3 Answering of H2

Based on the findings in Section 8 it can be concluded that FCK fans prefer digital media, such as the Internet, when searching for information. This is because digital media can be accessed from almost anywhere, is updated

first and the news are accessible whenever needed. The part of H2 relating to information purposes can thus be verified.

FCK fans are, however, split between the TV and digital media when it comes to entertainment. This is because the fans find TV a more relaxing media and therefore prefer TV for 'passive' or 'relaxing' entertainment, while they prefer the Internet for 'active' or 'non-relaxing' entertainment, such as games or interaction. The part of H2 relating to entertainment can only be verified in relation to 'active' entertainment; meaning for purposes of playing games or interacting through social networks or blogging or video streaming sites.

Furthermore, the fans regularly use interactive services on the web, such as online social communities and video streaming and show great interest in using such services at FCK.dk. In general, the fans are very prone towards digital media and both the questionnaire and the Focus Group interview confirmed that FCK fans have very low barriers to interactive use of digital media.

The questionnaire respondents were overall satisfied with the FCK.dk website relative to the fans in the Focus Group interview. *Design* scored highest among respondents, as well as receiving good remarks from the interviewees, however, both were critical towards the variable *Content*. The interviewed fans vented their dissatisfaction with the current content and the lack of interaction opportunities at FCK.dk. The focus group interview showed, perhaps, stronger negative comments relative to the score of *Content* in the questionnaire (4.27 out of 6). This is perhaps linked to the more in-depth opportunity of expression in the interview form and the frustration related to the community activities at fckfc.dk (The fan club website), which were not mentioned in the questionnaire. According to the interviewed fans the fan club website is far from satisfactory. Indirectly, the fans seemed to link this frustration to FCK as the club ultimately has the opportunity to incorporate these activities into FCK.dk, but has until now not done so.

9.0 Conclusion

FCK – as a football club – is in a privileged position compared to a ‘normal’ business; its customers are not only customers, they are passionate fans. Community building advantages of digital media and such initiatives should be tailored to the football industry, where fans are highly interested in ‘involvement’.

This project finds that there are large commercial opportunities related to digital media in the football industry – as illustrated in the digital media revenue model. This is because fans have a high interest in expressing their commitment to their club and to participate in community activities around the club. Facilitating these activities through digital media lead to higher loyalty and increased retained customers. Furthermore, digital media has a ‘measurability’ advantage, which enables clubs to track and profile every unique customer. Hereby, the club can also address the fan with more relevant dialogues and commercial offers. Ultimately, this has the potential to generate vast revenues.

Digital media opportunities, however, require some different thinking. Consumers on the web often carry expectations of free content and services and start-up and maintenance costs related to extracting, measuring and storing consumer data are considerable. Clubs can decrease the financial risk by focusing on developing fewer features, with high revenue potential, such as Web TV or forging partnerships. The role of sponsors and advertisers is also an important one. In the digital media revenue model, customers ‘pay’ with information about themselves and the club can wield this information to increase attractiveness of sponsorship and advertising deals.

FCK’s fans show great proneness toward digital media and frequently make use of the newest Web 2.0 features. They use digital media for both information and entertainment purposes, however, mainly for ‘active’ entertainment, which require involvement or interaction (for ‘passive’ entertainment, the fans prefer the TV). FCK fans seem especially interested in

video streaming and social profile activities, such as community building or sharing photo experiences.

FCK's website, however, does not provide opportunities for fans to interact or involve themselves in community activities. This is reflected in *Content* scoring lowest amount four variables used to evaluate the FCK website. Currently, community activities are – to the frustration of the fans – assigned to the Fan Club website, which does not live up to the expectations of the fans. In order to leverage the commercial opportunities of digital media, FCK need to invest in integrating community activities on the website and improving existing features, such as Web TV, so that it is more frequently updated. By offering interactive and compelling content, fans will reveal their unique characteristics to the club, which founds the basis for commercial activity on the social web.

10.0 For Further Research

This project has focused on uncovering the linkages and synergies between eBusiness and Sport Management in the football industry. It has taken a partially exploratory and explanatory approach with a relatively narrow scope; Namely the case of FCK. Therefore, the wider implications for the football industry have not been researched. In other words, an industry analysis of the impact of digital media on loyalty and revenue should be made in order to determine commercial attractiveness of the web. Previous attempts have been made (See f.x. Beech, J., S. Chadwick & A. Tapp, 2000a), however, since the rise of the social web (Web 2.0) and the rise of broadband Internet, much have changed. New analysis is thus much needed on the subject, and given the speed with which digital media evolves, will probably be an on-going process.

Furthermore, more studies need to be conducted in relation to in-directly or off-led revenues and the impact they have on overall financial performance. In many cases, increased loyalty for example will lead to increased sales, however, it can be hard to monitor exactly what triggers the sale.

A broader study, over time, and with many clubs (for example an entire league) could help understand the triad consumers-clubs-sponsors/advertisers, much better. A statistical correlation between digital community services and loyalty and revenue would greatly add to the current literature base. This could create certainty about the potency of digital media in the football industry, much like Szymanski, S. & T. Kuypers (2000) have demonstrated statistical correlation between investment levels in players and the winning of trophies.

Specifically for FCK, it remains to be investigated more in detail, what costs and benefits are related to having many community activities online administered by the Fan Club. From a revenue point-of-view, it seem evident that it is better to internalize these activities, however, more research should be pursued on the subject.

11. Bibliography

Bauer, H.H., N.E. Sauer & S. Exler (2005): *The loyalty of German soccer fans: Does a team's brand image matter?*, International Journal of Sports Marketing & Sponsorship, October issue

Baum, J.R. & S. Wally (2003): *Strategic Decision Speed and Firm Performance*, Strategic Management Journal no.24, p: 1107-1129

Beech, J. & S. Chadwick (2004): *The Business of Sport Management*, FT Prentice Hall

Beech, J., S. Chadwick & A. Tapp (2000a): *Surfing in the premier league: key issues for football club marketers using the Internet*, Managing Leisure no. 5 p: 51-64

Beech, J., S. Chadwick & A. Tapp (2000b): *Scoring with the net – the cybermarketing of English Football Clubs*, Electronic Markets vol.10 p: 176-184

Bitsch Olsen, P. & K. Pedersen (1999): *Problemorienteret projektarbejde – en værktøjsbog*, Roskilde Universitetsforlag

Brown, M.T (2003): *An Analysis of Online Marketing in the Sport Industry: User Activity, Communication, Objectives, and Perceived Benefits*, Sport Marketing Quarterly Vol.12 p: 48-55

Deloitte Money League 2008, Deloitte & Touche LLP

Feinberg, R. & R. Kadam (2002): *E-CRM Web service attributes as determinants of customer satisfaction with retail websites*, International Journal of Service Industry Management vol.13 no.5, p.432-451

Gamble, P., M. Stone & N. Woodcock (1999): *Up Close and Personal? Customer Relationship Management @ Work*, Kogan Page

Grundy, T. (1998): *Strategy, value and change in the football industry*, Strategic Change no.7 p: 127-138

Harverson, P. & M. Garrahan (2000): *Entrepreneurs Eager to Put Sport Firmly in the Net*, Financial Times Jan. 5th

Hoffman, D.L. & T.P. Novak (1996): *Marketing in hypermedia computer-mediated environments: Conceptual foundations*, Journal of Marketing no. 60, vol. 7, p: 50-68

Johnson, G. & X. Scholes (2002): *Exploring Corporate Strategy (6th Edition)*, Prentice Hall

Kahn, R. & C. Cannell (1957): *The Dynamics of Interviewing*, Wiley

Kvale, S. (2007): *InterView – En introduction til det kvalitative forskningsinterview 1. Udgave*, Hans Reitzels Forlag

Leavy, Brian (2004): *Partnering with the customer*, Strategy & Leadership vol. 32, p: 10-13

Lindstrom, M. (2001): *e-tailhandel – clicks, bricks & brands*, Børsen

Mahony, D.F. & B.G. Pitts (1998): *Research Outlets in Sport Marketing: The Need for Increased Specialization*, Journal of Sport Management no.12, p: 259-272

Martí Sanchis, Carlos (2007): *The case study method: a powerful teaching tool in sports marketing education*, International Journal of Sports Marketing & Sponsorship, October issue

McKinsey Quarterly (2008): *2nd Annual Web 2.0 Report: Building the Web 2.0 Enterprise*, McKinsey Quarterly Global Survey Results, July 2008

Mullin, B.J., S. Hardy & W.A. Sutton (2000): *Sport Marketing 2nd edition*, Human Kinetics

O'Connor, J., E. Galvin & M. Evans (2003): *Electronic Marketing – theory and practise for the Twenty-first Century*, FT Prentice Hall

Pagani, M. (2007): *Competitive Intelligence on the Web*, Presentation Sept. 27th at Università Bocconi

PARKEN Sport & Entertainment Annual Report 2005/06

Parkhouse, B.L. (1996): *The Management of Sport: Its Foundation and Application*, MO: Mosby Yearbook

Porter, M. E. (2001): *Strategy and the Internet*, Harvard Business Review Vol. 79 Mar. issue 3, p: 62-78

Prahalad, C.K. & V. Ramaswamy (2004): *The Future of Competition*, Harvard Business School Press

Reichheld, F.F. (1996): *The Loyalty Effect*, Harvard Business School Press

Reichfeld F.F. & P. Scheffer (2000): *E-Loyalty*, Harvard Business Review Jul-Aug 2000

Saunders, M., P. Lewis & A. Thornhill (2007): *Research Methods for Business Students 4th Edition*, FT Prentice Hall

Shannon, J.R. (1999): *Sports marketing: An examination of academic marketing publications*, Journal of Service Marketing no. 13 p: 517-535

Smith, R.L., A.K. Pent & B.G. Pitts (1999): *The World Wide Web as an advertising medium for sports facilities: an analysis of current use*, Sport Marketing Quarterly no.8 p:31-34

Sport Business International, issue no. 115 (2006)

Sport Business International, issue no. 120 (2007)

Sport Business International, issue no. 128 (2007)

Sport Business International, issue no. 129 (2007)

Szymanski, S. & T. Kuypers (2000): *Winners and losers – the business strategy of football*, Penguin Books

Wakefield, K.L. (2007): *Team Sports Marketing*, Elsevier

Weber, Larry (2007): *Marketing to the Social Web*, John Wiley & Sons Inc.

Westerbeek, H. & A. Smith (2003): *Sport Business in the Global Marketplace*, Palgrave Macmillan

Yin, R.K. (2003): *Case Study Research – design and methods 3rd edition*, SAGE Publications

Zwass, V. (1998): *Structure and Macro-Level Impacts of Electronic Commerce: From Technological Infrastructure to Electronic Marketplaces*, <http://www.mhhe.com/business/mis/zwass/ecpaper.html>

Interviews

Mr. Dan Hammer, Commercial Director, FC Copenhagen

Mr. Daniel Rommedahl, Webmaster, FC Copenhagen

Mr. Nils Heldal, Head of Media, Rosenborg BK

Mr. Andrej Haggblad, Marketing & Media Manager, IFK Göteborg

Mr. Daniel Schloesser, Chief Media Officer, FC Barcelona

Mr. Francesco Ghiso, Vice-Media Manager, AC Milan

Focus Group Interview:

Mr. Peter Pedersen

Mr. Claus Reiersen

Mr. Henrik Reiersen

Mr. Ditte Holst

Mr. Leif Hansen

Mr. Mass Staack

Conferences

SoccerEx London 2008, April 9th at Wembley Stadium

Websites

www.fck.dk

www.fckfc.dk

www.rbk.no

www.ifkgoteborg.se

www.acmilan.com

www.fcbarcelona.com

www.chelseafc.com

<http://en.wikipedia.org>

Appendix – Table of Content.

APPENDIX 1. INTERVIEW: DANIEL ROMMEDAHL, WEBMASTER FCK	2
APPENDIX 2. INTERVIEW: DAN HAMMER, COMMERCIAL DIRECTOR FCK	13
APPENDIX 3. INTERVIEW: FRANCESCO GHISO, VICE-DIR., AC MILAN MEDIA	31
APPENDIX 4. INTERVIEW: DANIEL SCHLOESSER, CMM, FC BARCELONA	37
APPENDIX 5. INTERVIEW: NILS HELDAL, MEDIA MANAGER, ROSENBORG BK	40
APPENDIX 6. INTERVIEW: ANDREJ HAGGBLAD, INFO & MEDIA MGR., IFK GÖTEBORG	48
APPENDIX 7. FOCUS GROUP INTERVIEW	56
APPENDIX 8. SELF-ADMINISTERED QUESTIONNAIRE	70
APPENDIX 9. CHELSEA FC'S "BLUE TUBE"	83
APPENDIX 10. FCK – "FANZONE" IMAGES	84
APPENDIX 11. FCK WEB TV VS. ROSENBORG BK WEB TV	86

Appendix 1. Interview: Daniel Rommedahl, Webmaster FCK

This Interview should answer the following questions:

1) How does FCK leverage their website (purpose and focus) and other digital media activities and how are consumers responding to this strategy? Q:1,2,3, 5,6,6a

2) To what extent does FCK leverage the uniqueness of the digital media's C-2-B and C-2-C communication and customer knowledge possibilities to interact with consumers and let consumers interact amongst themselves?

Q:5,7, 7a,8,8a,8aa,8aaa,10

3) How is the web and other digital media a revenue source to the club and how does the club view the potential of unexploited opportunities?

Q:9,10,11,12,13

4) What resource limitations and technical challenges are, in FCK's case, inhibiting the further development of digital media? Q:4,7a,13,14

INTERVIEW MED DANIEL ROMMEDAHL

1) Could you tell me about your role in FCK and about what role the website plays in the overall strategy of FCK?

I am webmaster for Parken Sport & Entertainment, primarily for the web sites fck.dk, fckhandbold.dk, parken.dk and the subordinated sites in relation to these sites. Other sites, such as lalandia.dk, fitness.dk, billetlugen etc. are managed by the respective subsidiaries themselves.

If we focus on FC Copenhagen's site, then the website is primarily used as an informative tool. We inform about the things that are going on in FCK. One could argue that we are not the most innovative in this area, but we believe that information is a vital source in order to generate more interest for the club and ultimately sell more tickets. So, this is the primary objective of our site.

We are so well exposed in the media already that we do not need to go out and tell a lot of stories, because these are already being told through the media.

2) How has the evolution of the traffic on the website been since you arrived at FCK?

If as followed quite well the attendance for our home games in Parken. It has gone from an approx. number of 7000-8000 unique users per day to around 25.000 per day. The explanation for this is quite hard to identify, but I think it is mix of factors, such as higher interest for the club, demographic factors or in other words the fact that more and more people are connected to the Internet, and, to give ourselves some credit, that we believe that we have created a

site that is interesting to read, on a daily basis. So I believe it is a combination of these three things.

3) What is your vision or long-term objectives for the website and digital media?

We do not have a defined long-term objective. We do more 'go-with-the-flow'. Like I said before, we are certainly not the ones that take the first step towards using a new technology. Currently, we do not believe there is a need for it. There are a lot of football clubs that have way more resources available for this kind of activities and we would rather let them try it out first and if it shows that it is working, then we will discuss if it would work here and what the impact would be.

So, long-term, the objective is to develop the website, but at a more natural level, viewing the site as a news source. There are of course, technologies that continuously pop-up or develop and if it shows that they are sustainable in the long-term, then it is probably also something that we would use.

4) What is the largest challenge to realising these objectives?

5) In relation to Marketing and Communication, what is in your opinion the website's main functions? (information, create awareness, strengthen image, interactive channel, access to new customers, feedback options, merchandising/tickets, leads for sales department)

It can sometimes be difficult to divide marketing, information and communication into separate groups. At FCK it probably is somewhat the same. Even though we are now sitting in the information department, in reality it is maybe as much a marketing department. Especially because we do not have a marketing department.

Implicit in our form of information, by formulation and the way we write things, we choose a specific way to deliver a message. So it is a sort of marketing and we also take this into consideration when we shape our news stories. There is no reason not to utilize emotions when you are trying to inform about a game the coming Saturday or Sunday. So it is a combination of the two things. However, we are maybe not moving in the classical form of marketing with ads and so on, we do it via the stories.

6) Does FCK have an overview of what segments that visit the website most often?

Yes, somewhat. We did a survey a couple of years ago and I don't think it has moved that much. That is of course an hypothesis. We have a very wide segment, it is basically all FCK fans and football interested people in general. It is obvious that the daily users are hardcore FCK fans, in all age groups.

Maybe, like in the stadium, there are more users in the age group 17-35 years, but its not because it is the dominating segment. Of course, the +80 age group is not well represented due to their low use of the Internet in general, but otherwise there are no anomalies of use compared to the prevailing tendencies.

The survey that you did, what parameters did you use for measurement?

It was primarily demographical. Age, frequency of visits to the website, assessment of the graphic design, the linguistic style, time used at the website. All in all, simple variables that are easy to answer. We were not very surprised by the findings, well yes, maybe a bit surprised positively about the responses concerning the linguistic style. Respondents were not only satisfied, but very satisfied with the style. Of course, you have to consider that the respondents were FCK fans that were asked to assess FCK. So, all other things equal, it might be a good idea to discard the extremes of the distribution curve on both sides.

As I said, it was some rather simple information that we got out of it, and not anything really surprising. Because, as I said earlier with the attendance, it seems that, logically, the ones that attend the live games also visit the website. We know quite well these fans through a number of years. We have data on our season ticket holders and corporate partners and so on, so it follows well with what we already knew.

In relation to average time spent on the website, what was the result and was it surprising?

No, we were not surprised. Since users visit the site several times a day, then it is obvious that they do not spend that much time there. Often they go there to check what's new since the last visit. This is most often one or two news, so the average time spent is a couple of minutes.

6a) Er det også de(t) primære segment som hjemmesidens design og opbygning er rettet imod?

7) As a visitor to the website, what options do you have to communicate and interact with the club and other fans?

We do not have any other communication forms with the club than the traditional one via contact formulars, but we have a manager game called 'Indersiden', where you enter and create a user. Then you can enter before every game, primarily SAS Liga games, and make choices in relation to different scenarios. It can be anything from 'who scores the first goal' to 'what color tie is Ståle Solbakken wearing today'. It can basically be anything. This way points can be earned for correct, incorrect or partially correct answers and the points are then calculated and users are ranked. This way the users can see how good they are compared to other users. It is also possible to

form private leagues to challenge your friends. That is the primary form of interaction at the website. There are of course also prizes and we promote news about winners on the website. The main prize is two tickets to an European Cup away game. That is our primary way of interacting with the users.

I have tried myself to create a user for this game, and I noticed that you have to deliver personal information about yourself in that process. Is that something that you use to monitor who is most active on your website or in relation to other activities?

Not yet. As 'Indersiden' is the only place on the website where you have to register and create a profile, we have obviously tried to prepare the system to be usable for data collection in the long-run. However, since many of the users are bronze or gold members or season ticket holders, then a lot of the data repeats itself. So therefore we are still quite precarious concerning how to approach the final data processing method, if we choose to say ok, what users is it exactly that are moving around in here. This need has not been evident yet, but it is probably something that could be relevant in the future.

So this means that the users of 'Indersiden' are your most loyal fans?

Yes. There's no doubt about that. First of all, it's a game that is free to play. This makes it easy for people to register a new user. There are some fine prizes, but it's predominantly FCK prizes and it requires using some time before every game if you want to win. It's only really fun, if you play an entire season. It is of course possible to play one game, but there is no doubt that the players are predominantly users who visit the website daily, because it helps you and increases your likelihood of getting correct answers. So it is down the same alley.

7a) Is this an expression of a pro-active attitude in the area, or does it more reflect a sceptical attitude – or is it more a matter of resources?

I wouldn't say it reflects scepticism. I would say that we have chosen to emphasize design and backward integrated functionality, meaning the things that we are working with already, instead of new technologies. Of course there are new technologies incorporated into the site, but it is in the technical area. We show video and we have net radio and so on and when you look at other SAS Liga clubs, then we are actually ahead of the majority, in relation to these features. Still, we do not perceive ourselves as front-runners, since our peer analysis often focuses on clubs abroad. I think we reflect seriousness and loyalty, or at least we try to project the daily life in FCK through the website.

8) Have you made any investigation or do you have a grounded intuition as to what is attracting visitors to your website and what kind of content they are looking for?

We haven't made any investigation concerning this. Again, I think we look at it in a simple way. If you are interested in FCK, then you enter our website. We do not believe that it is the other way around. We do not believe that you by entering our website become a fan of FCK. We believe that 99.9% of what generates the interest for FCK is channelled through what happens on the pitch and not what happens in a lot of other places. It might be that we are wrong, but it is our clear perception that this is the way. We do not have a website to create more fans, but to further pull-in new fans, when the sporting performances on the pitch have generated the interest.

8a) Does this mean that you have monitored the traffic on the site?

8aa)How, and how often do you do that?

8aaa)What do you use this data for?

9) How large are the revenues made by FCK via the website and other digitale medias and how are these revenues divided among the different activities and links?

If you look at the postings in the income statement, then fck.dk's revenue is 0. There are no direct revenues coming from the website. We have, of course, a few ads on the website, but this is primarily our own subsidiaries. So this is more like a friendly favour kind of thing. So we do not have direct revenues.

You can of course discuss if the website generates some sort of revenues, which it of course does to some extent. However, it is a very difficult revenue source to measure. In how many cases is it the information on the website the final selling-point before a potential spectator buys a ticket for a match? There is of course our web-shop which is also apart of FCK, but we here do not have anything to do with. The web shop is a substantial revenue source and is growing yearly. Here you could say that it is an important revenue source for our merchandizing department. You could always discuss how much it would drop if the site was not there, and how much the revenues in the shop itself would drop if it was not there. There is of course some obvious advantages of not having customers visiting a real shop, but purchasing via the web. I don't think we are the first to realize this. So, if you take fck.dk today, we do not have any revenues as it is. We can offer mobile phone services that we advertise on the website. It makes a small amount of money, but it is nothing to brag about. So, right now, no revenues.

You say that you advertise the mobile phone services on the website. So I am guessing this must be the sales channel. Where do the revenues created from this product go?

I don't know exactly what account they are placed in, but they are placed in FCK in an account. However, the amount is so small that it doesn't really

move a lot of things. So, all in all, there is no revenues created, especially not directly, from fck.dk.

You said that the website to some extent influence whether people go to see a match, a concert or buy merchandizing, but have you talked about how to develop this on a strategic level and is it an objective at all?

There is no doubt that we would like the website to become a revenue source and we have tried numerous initiatives throughout the years to see if we could achieve this. However, the majority of these initiatives are very costly. The initial investments have been sizeable and the insecurity related to revenues from ads etc. has not been good enough projects to say, this has a lot of revenue potential. We do not believe that there is good reasoning behind trying to make 2000-4000 DKK per months. Then it is better not to do it and focus on our core product. This is very important, because I don't believe that we should develop the site just to get a new feature that only generates a small amount of revenue or breaks even and at the same time diverts resources from the core product. So it's a balancing act. Finding features that make you say, this is something that ads value to being a FCK fan. If this is the case, well then actually, it is maybe not the so important if we can make money off it. It's a bonus, but it is not necessarily a criteria.

We have, however, maybe returned to a classic style, using the site as it is and letting this be our sales channel, in the sense that it is such a big site now, with so many visitors so we need some very simple ads. We want ads on the site to be in line with the club, meaning that we keep relations with our existing corporate partners, letting them being the ones that we offer exposure to in this environment. At the same time we want a serene site. We do not want it to be filled with different banners and pop-ups. We want a few advertisers on the site and therefore the price will be high. This is the way we will try to go, but it is not the same as saying that we are able to do it.

In relation to the focus that place on your corporate partners, which in other words are sponsors, have you the thought of letting the website be part of a sponsor package?

No, because if it becomes part of a package then there will easily be 30, 40 or 50 partners that have this package. Then, as I just mentioned, we would have a site that looks more like something from a discount catalogue. This is why we would rather sell it as a separate product. We believe it can carry itself and do not need to be bundled. It is something that is on the drawing board and our sales department has it in mind, when they talk to existing and new partners. From there on to an actual interest, I'm not aware of. From what I know, there has been some interest from a couple of partners, but it is fairly high amounts that we are talking. If not, then it is not interesting to us.

10) Are the homepage activities integrated with sales activities in the sales department and how can this be seen in practise?

11) How do you evaluate the potential for the website and other digital medias, as a revenue source?

The potential is there. However, if you factor in the costs in relation to a website then I don't think, with our current policy, would be able to make it a revenue stream. Maybe we would be able to lower our costs, and maybe also dramatically, but I doubt the potential to make revenues off our site at the moment.

What costs is it that are related to these initiatives?

It is everything from increased salaries to technical costs, hosting, development, design, service, support. There are not that many costs drivers, but they are quite large. It would be great to have a couple of big sponsors interested in ads on the website, in relations to number of users etc. to lower the costs, but I really doubt that it can create a significant revenue stream. Just breaking even on such a project would be excellent. Or, that the revenues generated this way can be used to further development so to minimize the 'damage' so to speak.

12) Is user behaviour on the website used for marketing purposes to better target the individual customer?

No, I wouldn't say that. We do not have a marketing department as such. We are a couple sitting here that work with it. Like I said earlier, a lot of it is given to us through media exposure and in a way that we are quite satisfied with. So we do not do a lot of user analysis of the visitors to the website. We distribute a newsletter, but this is primarily to the specific client groups that we have, such as gold or bronze members. We have not said, now we want to target the 18-22 year old's that have visited the website within the last 3 weeks. We are not at all at that level yet. However, it is evident that in the long-run there is a huge potential, especially if you look at the other activities we have, such as handball, Parken as a stadium, Lalandia, Billetlugen and Fitness.dk. There are a lot of interesting possibilities there, also the other way around. For example Fitness.dk has more than 100.000 members. This is something that we are aware of, but it is somewhat into the future. Because we have to find out how we can leverage this enormous client base, if we join all our activities, to better approach people.

The key word I guess is that it is relevant to the customer?

Yes, there is no doubt that for example direct marketing has changed during the years, in line with technological improvements, so you don't get spammed and so on. If we can find a way to approach people with messages, news and information to the different groups, then I might be very interesting.

13) What challenges do FCK see in relation to developing digital media activities in general, and what needs to be taken into account to implement them?

At the moment, we foremost have to factor in the available resources. Also, as I said before, we have to evaluate if the initiative makes it cooler to be an FCK fan or is it just a 'nice to have' feature. These are the two most important elements. We get a lot of suggestions from people that believe they have good ideas on how to create higher interest, but I think these are two very important factors. In addition, I think it is also important that it is a long-term solution. We are not the type of organization that implements a new feature to then drop it 6 months or a year later. There is a lot of interesting elements in sites such as Facebook and so on, but this was also said about MySpace 1,5 years ago and they have been taken over, so in a year, is Facebook still there or is something new and better or more hip taking over? This is why we are very precarious we evaluating if it really is a product that lasts.

14) Do you know for a fact how large FCK's digital media spending is compared to other SAS League clubs, other Nordic clubs and big European clubs?

I don't know it for sure, but I have a good estimate, since we are in a dialogue with the other clubs. If we begin with Denmark, then I think that we are far from the ones that spend most on their website activities. First of all, I think we have been good at negotiating some good deals, which means we have received a good product at a good price. At the same time, our fixed costs are not that high. If we look at other clubs in Denmark then we see that they are staffed with more employees in these departments, which means that, all other things equal, they must have higher salary costs, and through their sites I feel I have observed that they regularly post more resources into it. I think that we are very cost minded, which can also be said about the group as a whole. This again, is maybe connected to that we are not among the most innovative or front-runners, because we want to be very sure that the things work, if not, then we do not want to invest in them.

Of course, once in a while, like when we remade fck.dk, we go out and say lets do something new, but we are still focused on getting value-for-money.

Percentage wise spending, compared to other Danish clubs, where are you placed?

My feeling is that Brøndby are the ones that use most resources on their online business. I also think that OB is spending quite a lot. AaB is also thereabouts and then we are maybe placed around there as well or maybe even further down, since we here are also spending time on other activities than the website. So we are not spending a lot, or at least not a lot compared to what people would expect of us.

Compared to other Scandinavian clubs?

It's the same. I am quite sure that Danish clubs in general are somewhat behind at least the Norwegian clubs in terms on focus on the Internet. Norway has focused a lot on the TV market and online club TV and focused a lot on

that, and that is a quite large cost driver. Most larger Norwegian football clubs have already implemented this and they are really betting on it. We have just been to La Manga (on training camp) and there were also a number of Norwegian clubs. Their web departments are, just in number of personnel, double of us compared to Danish clubs, on average.

Specifically, what does that mean?

It means they employ three persons, just to take care of the website, three to four persons. That is higher than Danish clubs. Compared to us, if we focus on fck.dk, then 60% of my time is devoted to the website and Charles uses around 10-15% of his time and then a couple of others are involved from time to time. This almost doesn't even stack up to one whole employee. This is where we stand. So, it is a bit funny to see how hard they are betting on this media, but I think it is related to the TV and their online TV, it requires a lot of manpower. It is not just something that you do. They have a TV agreement that makes it interesting for them to show club TV, because they can show their own games on their websites.

Sweden might be more on the same level as us (Denmark). It seems they have somewhat the same approach as us, in relation to the economics of these initiatives. They are a bit more conservative like the Danes, while the Norwegians have chosen another way it seems.

So this means that there is a difference in the TV rights agreements that Norwegian clubs have, compared to Danish and Swedish clubs?

Yes. The agreements are negotiated individually with the Danish, the Norwegian and the Swedish football federations. A new Danish TV agreement is on the way and we are hoping that we will get some rights to show some games. If we do that then we have to evaluate how we present this on our site to our fans, but as it is, then there is no doubt that the Norwegians are ahead of us and are focusing more on the web.

You can discuss whether it is because competition is harder in Norway. I think this is one of the reasons. They are trying to increase the spectator base and I think this is why they are doing it, but it is a hard question to answer. They have received more money from their TV agreement so maybe they have started spending some of that money on hiring people and betting on the web, but without really knowing why they are doing it.

Is it something that you talked about in Spain (La Manga) or are you in a dialogue with them about these things?

We talk with them once in a while, about what their views are. We had a meeting with Djurgården from Sweden about 6 months ago. They came down to Copenhagen to see what we were doing in general in relation to sales and marketing. We agreed on many subjects, but they also agreed with the Norwegians on some points. They were also interested in what the Norwegians were doing.

I think that a lot of people get surprised when they visit us, thinking that we have 20 employees with 47 computer screens and so on. We are just a middle-sized Danish company that needs to get the economics right. If you visited another middle-sized Danish company, then you might have 6,7,8 or 9 employees working on trying to create information and awareness. We are so privileged that we do not need to create that awareness.

It could be a funny thought scenario to say, we do not have a website and see what would happen. If it would matter? Of course it would matter, but just to illustrate my point polemically. Frankly, we don't need to use resources on something that is generated by itself. There are some banalities that we know that we have to be able to present on our website, but there are a number of things that we see are Internet add-on features. If you have the opportunity and you have the resources and time, then they are nice to have. It will create some extra awareness among users, probably primarily among our hard core fans, but then there are other segments that probably would not use it. So you can discuss whether to reach marginal fans, that are also marginal users of the website through this media or are there more banal ways of doing this? That's one of the big questions.

If we were to draw a hypothesis from what you are saying, would it then be fair to say that you think that clubs that are facing higher competition and are not in an as privileged situation as FCK in relation to media exposure can get more out of utilizing the web, while FCK does not need it?

I don't think so. Like I said before, I am not sure whether the Norwegians are doing the right thing. I don't think that your website is the gateway to creating fans. The website is a place where you maintain or create greater loyalty among your fans. New fans will be attracted by what happens on the pitch and solely through what happens on the pitch. I have never heard about, and I don't ever think I will hear about a fan that became a fan of a club because it had a better website than another club. That would seem very strange. It goes, as it is with many other things, that if you have a product and that product becomes popular then it goes from mouth-to-mouth, but nevertheless it is mainly driven by the sporting performances on the pitch.

Maybe the Norwegians have a hypothesis that says that they need to be proactive within this field in order to create increased awareness about their club. All other things equal, that is also correct, but the question is if they merely keep their current fans or if they create new ones. Maybe they think, as we do too, that they have good exposure in local media, but want to go out and target their fans harder and downplay some other products.

Compared to the big European clubs, do you have an idea of their resource level compared to yours?

It depends a lot of where you are. Culture plays a very large role. In the UK, they are very focused on the TV market. They have negotiated some rights

that make it possible to show the games on their website. They are of course some years ahead of the Norwegians and many other countries. Technology wise many of the clubs, smaller clubs at least, are actually behind. It is only the biggest clubs like Man Utd., Liverpool and Arsenal and Rangers and Celtic that are really betting hard on this media. The way they work is on a much larger scale. Man Utd. alone for example has 5-6 writers that only make text content to their website. Then they have the TV aspect of it, where they have people producing for them for their channels and some that produce for the website. Then they have the graphic designers. Man Utd. is one of the biggest clubs in the world and they have around 25-30 employees that work solely on making content and developing their website. That's the level the biggest clubs are on.

However, if you look at a club like Benfica, which is the club in the world with most registered fans, then you are at a whole other level. They are more on level with us, in relation to how they do things. Simply because the culture is different. Apparently, the Internet doesn't play an important role to Portuguese people as it does for others. The Germans are also betting a lot on the web, but it is somewhere in between. The Spaniards somewhat the same. If you take the biggest clubs, then they use vast resources on it, but if you just look at the following clubs, then it is actually not far from our level.

15) All in all, are you satisfied with your website?

Yes. I think that's fair to say that we are. We are satisfied with what we have, at the moment. We always evaluate if there are things out there that are interesting or can improve. However, we do not believe that there are things on the website that are below standard. The current website design is not more than $\frac{3}{4}$ years old, so in this sense, we are very satisfied with it. In that sense there are not big changes coming.

Appendix 2. Interview: Dan Hammer, Commercial Director FCK

This Interview should answer the following questions:

- 1) What is FCK's strategy in relation to Digital Media and how much focus does the club have on developing these commercial activities? Q: 1,2,3,4,5,6
- 2) How does the club identify and manage different fan segments? Q: 7,8,9,10,11,12,13,14
- 3) How does FCK view the possibilities to expand commercial activity in the digital sphere and what importance does the club place on 'measurability' in this context? Q: 15,16,17,18
- 4) Why has FCK chosen to assign the level of resources to digital media that it has? Q: 19,20,21

INTERVIEW WITH DAN HAMMER

Strategy

- 1) What is FCK's overall strategy and focus in order to increase the commercial business?

We have accepted that football is also about money. Our possibilities are to a great extent defined by the economic means at our disposal. We do not define it as how much we want to spend, but how much we want to invest, because we believe and we know that football is a profitable industry. I just have to add that when we discuss economics and other things, it is not because we are not aware of the emotions and feelings involved, but we choose also to see it as a business, because it benefits the sporting performance in the long-run.

When we do an interview about economics, economics and economics, it does not mean that I do not carry my emotions outside on the shirt when I am in the stands down at a game in Næstved. However, to a great extent, it is undeniable that football is effectively a game about the market, in its economically theoretical sense. The simple fact that what you get is what you pay.

Years back, several studies have correlated the link between 25 years of financial and sporting performance in England, using 40 clubs. Szymanski and Kuypers have done this. They demonstrate that 92% of a clubs sporting success is correlated to its wagelevel. So in this sense it is all linked back to economics.

Therefore, it is important for us, within the limits we have, in particular geography, that we have a business that support our sporting ambitions.

- 2) How is the split between FCK's revenue sources, divided in matchday, broadcasting and commercial activities and how has this evolved?

We are not so specific concerning this and there is an explanation for this. Our business model is an answer to the fact that we believe football is an industry that actually has a design flaw. That design flaw is that it is the players that deliver all the value. The players have the very unfortunate characteristic, again from an economic theory perspective, that they have a very short period of time to make money in. This means that they are extremely focused on optimizing. Not to be cruel, because it is a mere objective fact, but the players will follow the highest paycheck. Always. The best will get the best pay. We are all interested in the best players, because it helps our chances of success and thereby influences our economic revenue potential.

This means that when you have the power concentrated with a small group of short-term oriented stakeholders, then you end up with a twisted business model, which American sports have avoided by removing this “spiral of death” you might call it.

In many years, we have seen wage levels that represented more than 100% of the revenues in many clubs. In the U.S. they have analyzed their way to the conclusion that the only thing that can destroy this industry is the tendency to overbid wages. There they have wage caps and draft systems and a closed league. This is impossible in Europe due to the competition law. Therefore we are in a business where there are only two options as to how to manage a profitable sport business. The first is actually not profitable, but is to manage without profitability. To get a Russian to send a check each year (laughs). Chelsea reported a deficit of minus 745 mil. DKK and was overjoyous. It's going in the right direction they stated. Actually there are three ways. One is to let someone pay the bill each time. This is only possible if you are an iconic brand. No one in Spain would ever dare to shut down Real Madrid, no matter how deeply they are indebted. The second option is also only available to the iconic brands. It is to focus on a global market. A market that is continuously ahead of the player wages. At some point they will probably also run dry of markets, but right now there seems to be plenty of it out eastwards. That is typically the strategy that Manchester United has chosen. Then there is the third way, which is the way that we have chosen. It is to beat the logic, by building a business system that gives us more time than there is in the footballing business. Among other things this is to say that there are the same requirements of profitability on the footballing side of the business as other parts of our business, but we measure it over a 5 year period instead of one year. That is why we are not interested in dissecting our football audit too rigorously on a yearly basis.

What is safe to say about the different groups (matchday, broadcasting and commercial) is that they are undergoing great changes. Some of it can be read in our annual report. Including handball, I would be very surprised if we do not top a 100 mil. DKK in sponsor revenue this year (2008). Broadcasting revenues are rising sharply, with the new agreement, and our ticketing revenues are relatively stable, subject to how many big games we play. When we play Champions League then everything grows a lot.

One of the milestones that will take place for some clubs with the new broadcasting agreement is that they will become more a TV product than a venue product. We are still, by far, a venue product than a TV product. It is still much more important to me that our fan and sponsors can see the game, rather than it is played in prime time on TV.

Is that because the revenues that are a direct effect of attendance are big or is it because the derived effect of having spectators at the venue that are interested in the product is big?

They could also be at home watching the game and desire a shirt. So it is the direct revenues. At some point all football clubs have to count their fans. FC Nordsjælland is trying to tell a fantastic tail, but take the Brøndby and FCK matches out of their match attendance statistics and then you have a football club without fans and a football club without fans is no football club. Its as simple as that. In a sense you could say that we are defined by the number of our fans. Look at Brøndby, they are still the most watched club on TV. I will of course say that it is because so many FCK fans are currently watching the games (laughs), but for other reasons than the ones the broadcasting networks might think. They are placed 9th but are still amongst the clubs that really attracts attention.

There is, however, also somewhat of a dangerous line to cross, because a TV product will always be an artificial product. It is always a staged way to mirror the real world through a filter. You will never be 100% able to transform the atmosphere of a stadium through a TV. In its essence, what we sell as a football club is covering needs. Needs that are becoming more and more obvious in modern lifestyle. The fact that you can stand in the stadium and shout Nazi or whatever you want is something that you cannot do the same way in front of the TV at home. Also the fact of togetherness with other people. This is why it is important for us to stick to delivering a good live product.

3)How do you think this will evolve in the future?

4) What importance do you assign to the website and what role do you think the website and other digital medias should play for FCK in the future?

There is no doubt that no business, whether it is a football club or you are selling butter that can afford to ignore the Internet. I actually worked at IBM at the time that e-commerce was introduced. I was very much involved in business cases around e-commerce and venture capital and what to invest in and so on. It occurred to me fairly early on that the businesses that would do well on the web, was also the businesses that did well in the real world. Apart from a few niches where something ingenious was invented. However, the Internet has gotten the role in our society that, from a commercial point of view, is completely hopeless. Namely to start by given it all away for free. It is almost an impossible situation to return from. When something has been given for free one time, it is very difficult to put a pricetag on it subsequently. That is why I might be somewhat conservative as to the commercial

importance of the Internet. Of course, we see the online merchandise sales increasing, so there are some advantages. It's a good distribution channel for products. It also targets younger people that have no barriers at all, as to the use of the Internet, a PC or a mobilephone. So it is something that becomes more and more important, by the month. We have passed the era of penetration. Today it is taken for granted that all interested have access. So of course the web is of some importance to us. However, it is still more important for me to have people in the stands. We could have the best website, but if we had a very bad football team, then we would be an oddity, not a football club.

Since we are a big club in a small market, then we will inherently be a club that needs to deal with scarce resources. So there will always be a trade-off when we distribute our resources.

5) If you should name the three biggest strengths of digital media, what would they be?

In economic terms, a football club is in a network economy. Generally, I think that there are only three main ways to earn money. Porter's Value Chain, that is mainly for producing companies. Value Workshop, which is typically lawyers and the likes. Then there is Value Networks, which is typically telecommunications companies. Where the fundamental value is that when another individual enters the network it increases the value for all. The classical example is the telefax. When the first one bought it it was purposeless, but when the second and the third bought it, then it already began to gain interest. It's the same with a football club. If for example there was a match on Sunday that was almost sold out, then you would typically see the ticket sale increase very rapidly. One of the interesting things as a fan is also the discuss in the stadium "how man are we today?". It's a fundamental principle, besides the match itself. How man are we around this event. Its illusive to believe that you can recreate the venue atmosphere on the web, but you can of course get relatively close, or to speak more frankly, you can use it to get close during the 13 days we do not play during the season or the 3 months a year outside the season. Simplified, I think it is the *raison d'être* for the website.

So its biggest strength is in the space between matches and seasons?

Also, before and after the games, but for the two hours that the game is underway, it would be quite fatal if it wasn't more interesting to see it on TV or be in the stadium. But yes, it is a portal, a focus point and a meeting place for the community that both in sporting and commercial terms is the purpose of a football club. In that sense its pure ingenious. There is no doubt that football clubs have received a tool that is significantly more important than for other companies. For some companies the Internet has been extremely valuable, in that it has helped them to lower their costs. Airline companies for example. It is not the same for us because you need to, physically move yourself, to buy our product, except for our merchandise. The actual ticket buying process is not something that is resource demanding to us. In that way our *de facto* gains are relatively small. We do become available to more people. That goes

for the entire club as well. It suddenly becomes more imaginable to sit in Thyborøn and buy merchandise and participate in discussions before the game, without necessarily thinking about taking the train to go to the stadium. There is some attraction in it, and some retention in it as well. So the web is important, but I also think it is important to find a balance as to how important is it.

I have been here 8 years, and when I started the web was still very immature. It was actually discussed heavily in board meetings and so on, whether we should use 500.000,- DKK on a new website or a new player or executive or something else. So it has always been a matter of weighting the things and we have chosen a precarious strategy. There are definitely many more football sites that are fancier than ours, and we know where they are. There are also a lot that are worse than ours. It's deliberate that we are somewhere there, in between.

You are now 22nd on Deloitte's Money League table of the richest clubs in the world, so it is not a matter of resources, but a matter of priorities or?

First of all, I'll like to correct the focus on "rich". That is just in terms of revenues. Chelsea is also on that list and they had a deficit of 745 mil. DKK last year, so I don't give much for that. What is more interesting is, how big is the potential market and how can the web help us to reach the potential. Of course, if you are Manchester United and you have been around since the 40ties, when BBC aired to all of the commonwealth and people in India and China and other places, and they have been listening on the radio. For them, Manchester United is fantastic and thus, the club has a potential to sell a million shirts. In this case, the web becomes very important. Our market is, all of things equal, within physical distance of Copenhagen. Within 2 hours drive. A website's main advantage, from a commercial point of view, is that it can eliminate physical distance. But someone out there has to be interested in that the distance is eliminated and it is going to take a really long time for us to get a million fans in China or to sell 20.000 shirts in Africa (smiles). However, for Manchester United it is a realistic scenario.

6) What is the downside of digital medias?

Fans

7) You have at one point said that a fan has a lifetime value of approx. 200.000 DKK. What tools do you use to measure this and how do you monitor the development of your fans individual value?

I have?

According to my adviser Troels Troelsen, yes. How do you measure such values?

I don't recall that number myself, but actually the reason why I am sitting here today is linked to that term (lifetime value). Back in 1998 I was studying an MBA at CBS and we had a fantastic Australian professor in Marketing. One of the tools that he brought with him was a model to calculate lifetime value of customers in present value. At that time there was no consistent way of valuing football players. Some placed very high bookvalue on players and so on, now its all been ordered, but it was a time when it was very difficult to valuate a football club. One of the unknown values in that puzzle is the value of your customers and I thought that one of the ways in which it could be very interesting to utilize this model in relation to the environment, was to find out if you have customers that have a much higher lifetime value than you think at first glance. In principle, what you can use this calculation for is to see how much you can allow yourself to spend on each customer and still make it a good business. I did an MBA assignment in Marketing, that I received a very high grade for. In principle I didn't do much more than make some calls, with Flemming's (Østergaard) help, to find out how many games a fan attends per season. I divided into different categories, one that saw almost all the games and bought a shirt every year, and from thereon downwards. I divided it into four segments and reached conclusions on different lifetime values in present value for the different segments. I concluded that FCK could allow themselves to spend a lot of money to attract new fans. As I usually say when I meet an FCK fan, apart from that we share the same passion, I can also see a person who is about to buy a Mercedes. In the sense that if I succeed in keeping him with the club long enough, then he will end up paying the equivalent. I don't know the number 200.000,- DKK. It is not the number I reach in my head, so I don't know where Troels has gotten that number from, but it definitely is a lot, depending on which segment we are talking about. Of course, if you are with us for 35 years, you watch almost all the games and you buy 1-2 shirts per year, then it is actually very easy to calculate what it is in present value. This is a very important aspect and if you want to retain customers in a shop then it takes more than intelligent Fakta commercials (with sarcastic tone). Among other things it is important to nurture their passion.

As with many things, the topic is two-sided. On one hand it is difficult to change team, but on the other hand younger generations are less bound by this principle. They are also attracted much quicker. They can be in one stadium one Sunday and three weeks later on another. So it is also an act to not get too stuck on old principles. However, if you do well in fulfilling the individuals need to be connected to a community around a football club, then you have a good chance at retaining them, as long as they are interested in football. Their value will deteriorate over time, because they will watch fewer games when they get kids and so on, but they have a relatively high "scrap" value (smiling) in that they will typically in this process pass on the passion to these kids. We see this to a very high degree. It's one of the places where FCK has broken a pattern, and one of the reasons we have surpassed Brøndby in some senses. A generation, despite that their parents were Brøndby fans, rebelled against it and sought us. Among other things because we very early on focussed on The Family Stand and so on. This way we overtook Brøndby in some senses. I know this from back in the day when I worked at Coca Cola. There we talked a lot about the "cohort effect" or "get

them young". That is in principle what it's about. I am in principle still fan of the same clubs as when I was 7 years old, apart from FCK that didn't exist when I was 7 years old. However, I was a KB fan.

8) What method do you use to segment fans and what do you call these segments?

We are not at that stage yet. We do not have products that can reflect these things. I also doubt that we will reach this stage. I think United (Manchester) and other segment them in geographies. Sometimes they go as far as acquiring a player from that area. We are not at that stage at all, because we know quite precisely who come to the stadium. For us the focus is more on gaining as much attention as possible, so we can get as many of the general football fans. We segment in FCK fans, football interested and people who are more interested in the event itself. We have an eye on that and sometimes we target women and so on. To fetch where we do not have enough fish yet, so to speak.

I met the Brand Manager of Liverpool at one point and he said, "it's a strange job I have". "I think I am pretty good at what I do" he went on. "Now I have arrived at a company where 97.8% of our Brand value is determined by the first team's current form" according to some survey they did. The value of the Brand was reflected in the current shape of the team, and that is a club like Liverpool. It wasn't completely accurate either, but all other things equal, especially outside Liverpool it is extremely important if they perform or not. Especially in relation to Asia and these places. Or whether you have Beckham in the team or not. So the picture become blurred. For a club like FCK we shouldn't make it more complicated than it is. We are, as Flemming Østergaard writes in his book for Copenhageners and those that wish they were and there are still more of those in Thyborøn than in London.

I do have a lot of thoughts about it. I have studied very carefully how ESPN does it. Which all in all is also about creating a community. They have segmentation in different types of persons. A small core of hardcore sports fans, that have high standings with other fans. A small core that can endorse meanings and make other fans think that if they accept something, it must be ok. So these people will always be critical and never commit themselves to the club. They will recognize that they are fans of the club, but will be critical towards all other aspect such as the management of the club, the coach the players etc. and that they in principle know more than the persons in charge. Sometimes they are probably right, they just do not have the responsibility. They do have a high standing, and at ESPN it's the same. They have some fans that admits they have ESPN, because how else could they see so much sport, but that are very critical. Then they have a couple of speakers that they love and others that they hate. Then there is a large group of what is called followers, that are true sports fans, in our case FCK fans, that look towards the hardcore fans and say "I would like to be a part of that universe". Then there are all the ones further out, and how you control these fans, that's very interesting. The ones in the center you can never convince. They have to be

critical to seem credible. If you try to convert them into followers then you are actually removing the watchtowers.

What I was also looking to ask was that, for example like Chelsea that years back had a very harsh supporter base and a bad atmosphere in the stands, have changed to now have investment bankers and family fathers in the stands. It has become hip to go to matches and I feel that the same tendency can to some extent be seen in FCK as well, is that correct?

I think that you are talking about two tendencies. One is that football in general has become more widely accepted. Especially in England where there was put distance to hooliganism and bad stadiums. The other is the phenomenon of big cities. That you as part of your renaissance as an urban person has to define yourself as someone who has roots somewhere. A football club is a place where you can mark that you belong somewhere. That you have a horizon and culture. It's doesn't hurt either that it has some working class roots either. For example Bandy is quite popular in some circles in Sweden because it allows you to mark that you are part of something, that it defines you. That evolution has developed along the other phenomenon that I talked about, namely that we are always "on-stage" and therefore have an increasing need to recharge the batteries. The need for time in a risk-free emotional rollercoaster, where, when FCK wins, then all 23.000 in the stadium wins and when FCK loses, then its Ståle (FCK's head coach) who has lost and Flemming (FCK's Chairman) is an idiot (smiling). It should not be underestimated. Both emotions are something that we have trouble living in our daily life. I always use the example of a Xmas lunch. In the old days, there was no doubt about who was going to be the 12 lads that would go crazy. Today we are down to two. The rest goes home early or doesn't show up at all, because one shouldn't be known to do things like that.

I don't know if you have kids? I hope and believe that I do not live under this pressure, which I probably do anyway, but today it is very important not to be a bad father. When I grew up the term "bad parent" didn't exist. Now it's something that people discuss in cafés and buy books about before the babies are born. The result is that you are "on-stage" in relation to everything that you do and you are measured. Even as a public employee, the only safe haven left (laughs). So we, as all other sports, provide a space where the rules are different and are typically with likeminded people. I can stand next to a guy with very different beliefs, but we can agree on that the ref is an idiot and then when we leave the stadium we go back to our separate lives and be the same focus people at work or whatever. This need is very big. At the same time, like you say, what was a barrier earlier, is now an extra value, whereas it might have had a negative value earlier.

While you are the same in the stadium, you mention that people are very different on the outside. This must also mean that they are different segments with different needs. You said earlier that you sometimes target women, but how do you segment the fans?

A lot of it is about staying “top-of-mind”. Meaning, not to leave it too the last game. That is why Flemming (Østergaard) is in the media all the time. Many people have said that he is overly exposed, but you hear it less and less. Its like if people have accepted that this is the way it is. Concerning the idea of being very precise in your marketing, then there is the problem that we have to reach wide segments. Our stadium holds 10% of the population of Copenhagen municipality. So we can’t just pursue the red heads or the left-handed. In any case you have to segment wide and football has a wide interest in society. Also, especially because the notion of the masses and being together around football is such a big element, then it would be a bit contradictory to go the opposite way and target specific segments. What we hopefully achieve, however, is to constantly be relevant. I was at a round table yesterday with some young business men. Their major concern is that no one knows them. There were of course companies like SuperBest or Microsoft, but in order to reach their level of recognition you need to use a lot of money. When Ekstra Bladet (Danish newspaper) calls me and ask if i am interested in buying an ad, then I say “what would be the reasoning behind that”. They will still write 4 pages about our match.

We do, however, want to be visible. That is why we send a sticker with every issue of FCK Balls (FCK’s official magazine). Every time you drive around town and you see a sticker with Brøndby or FCK, you notice it!

In that sense we paint with the wide brush because we can allow ourselves to do so. Every time you target, it is likely because you cannot get your message through with the wide brush. We know that many young people are very interested in football and its not a coincidence that our matchday program is not sold in the stands for 20,-DKK, but is 4 pages in MetroExpress (Danish free newspaper). It is out there, in town, in large volumes. So, of course we are having these considerations. It can be tricky to be very precise in your marketing of a football club, because there is a secret pact between a football club and its customers (smiles). That is that it is forbidden to call them customers. In principle you cannot do anything that makes people aware that they are customers. Everybody knows the links. The more money I spend in the club, the better are the players they can buy, the hogher are the chances of winning, the more likely it is that I will become a happy fan. However, it seems that all the activities that takes place behind the curtains, the activities that drives the club and the economy of the club forward, that is not to be talked about.

So, when you in the administration talk about your customers, are they customers or fans?

They are fans. For me, there are two things that you can use the term “fan” to do. In a raw commercial perspective, then a fan means the highest affiliation. It is “Brand heaven” to us. Together with Harley Davison, that is where we would be. It doesn’t take more than that. When a lot of companies approaches me and says: I can make you retain your fans, then I answer: There is no need. There is a reason why they are called fans. It is not like jeans. It is not like saying what kind of jeans should I buy today? You don’t say what football

club am I supporting today? Then there is the other perspective, namely that they are fans. That an emotional universe is involved. Which is, from a commercial point of view, the flipside of the medal, but that we nevertheless have to be very aware of. That is also why I started out by saying that the reason why we talk about economics, strategy and commercialism, is only because that it is what makes it possible for us to be a big football club, in sporting terms. Because this is what drives me. I'm just good at the other things, but I am here to win trophies.

So you need to maintain respect. These people have not just bought the club or the shirt, they do not just own the club. They are in a family relation to the club. You have to respect this.

We learned it the hard way in 2001 when we on one hand had double digit million revenues by hosting the European Song Grand Prix, but on the other hand had to reschedule a game to Brøndby stadium (Rival of FCK). I am never going to do that again. That was a trial and error, where I afterwards can see that we did the wrong thing. We thought: Jesus, it's just one game. You gotta understand that when we make money we can buy better players next year and Brøndby is the venue where you will get the best circumstances and it's not that far away and so on. Today we do not have an alternative to Parken, because of our commitment to season ticket fans and sponsors and others is so big. Well, we have Brøndby stadium, but we simply cannot do that. We have chosen that we cannot do that.

It's because of the emotional reasons?

Yes, we will never do it again. FCK Handball will also not play in Brøndby Hallen neither. Even though it would maybe already be relevant for us in a month.

Under normal circumstances, if we were a normal company, we would just continue to play in Brøndby. However, in our case it undermines the credibility that there needs to exist between a football club and its fans. That is also the reason it was important for me that Flemming (Østergaard) apologized publicly. So emotional factors play a large role.

9) Do you have an impression of how large the different fan segments are and are you monitoring the movements?

That's a two-edged sword. Because the reason that a fanship is so strong, that fans are so committed, is because of the liberty to be irrational. To think with the heart. Everything in our world is about trying to think as rationally as possible. Also because of the design flaw we have and so on. It seems that you have read Flemming's book. On one hand, a fanbase is a wild tiger and if you try to ride it you don't know where you will end and you better grab a hold, if not you will get eaten. In that sense I feel we are much more honest than Kim Brink (OB sporting director) and all the others. Niels Christian Holmstrøm (former sporting director of FCK) have called them novices, Flemming (Østergaard) have said that he loves them, but that they will never get to

decide anything. So, I don't think that we are trying to curry favour with our fans when we know that a dialogue can never bring anything fruitful. To take an example, if you want to see the wishes for the starting 11 of FCK, then try and enter "sidelinien" (FCK Manager game). Fans are also ten thousand of opinions. We just have to take the beating that comes with the territory. Some fans might think that we are arrogant and distant and whatnot. It is, however, the only choice that you have as a football club. Try and show your respect for the fans in two ways: try to win as many football matches as possible and try to create an atmosphere at the games that makes it good value for money. For example, a nice stadium, big screen TV's etc. The basic elements need to be ok.

This thing of listening to our fans, we actually do it. For example the "stemnings tribune". That was something that we did, which we still are not sure if was a good idea. Now we are opening up more entrances in the lower C stands this spring. So we listen to our fans the same way as other companies listen to their customers. We do not feel, however, that it is true everytime customers say that the sausages are cold or the beers are warm when we have lost a game. I get zero complaints when we win. I get a handful when we lose. Its as simple as that. The worst complaints are the ones where it has the "director" feel to it, the ones where they feel the can't write that they think it was poor of us that we couldn't score against Viborg (Superliga team currently placed under the relegation line) and then they complain that the sausages were cold instead.

Specificly, initiatives like opening more entrances and so on, how does the information from the fans arrive to your desk, how do you get aware of it?

You have the great advantage of being a venue product, that the customers are there and they are very articulate about their opinions. When we have played 60 min. and we haven't scored yet for example. You can see the queues in front of the stadium. Some are peek reviewing on "sidelinien", but I have almost stopped doing it. I can tell you a lot about the web and I hope we will have time for that too. It has the problem that all voices are heard equally. It means that the 10% that are always negative, they carry a lot of space on the web. However, when I am at a Bruce Springsteen concert and two people approaches me and says: I think you are doing a great job, but I think the queues at lower C (stand entrance at Parken) are getting too long, then you start to wonder. We do measurements of it. We have it on video. That is also why we keep calm when someone writes, this and this guy came at X time and had to wait 15 min. to enter and so on. My response to that is either that 15 min. is ok for a sold out match or that it is simply not true. 45 min. before the game we monitored them, five staff members. They arrived. How long did it take for them to get in. We take note. So in that sense we have an online sense of what is and is not going on. We are allowed to have video surveillance, so we can follow pretty well how people perceive our product.

What people that have not tried to handle these situations do not understand is that it is very difficult to handle large crowds, in a limited amount of space

and in a limited amount of time. So, what might seem like the best solution to them, and probably is the best solution for those individuals, is for us, with 15 years of experience just moving the problems around. It can be hard to understand. For example that you have to stand in two lines and so on. However, all analysis shows that it does not slow down the process. Of course there needs to be space to complain, especially when we have lost. We also have to be aware of when things are not done satisfactory. However, we have our principles. When the fans wanted the "stemnings tribune" and we gave into that, then they came and said it had to be cheaper, because we are standing and its behind the goal. I told them that no one is forcing you to buy those tickets, and if you think that they are too expensive, then don't buy them. In that sense I think that we are very honest.

10) Has this evolution influenced you sales and communication strategy and in what ways?

11) What fan segment is your most value and what parameters do you use to evaluate this?

12) If you are a fan of FCK and have questions, how do you most easily contact the club?

13) What are the key aspects of having a dialogue with your fans?

14) How do you lead this dialogue?

Online strategy

15) At the moment, the website is not a direct revenue source for FCK. Of course sales are generated for Supershoppen, Billetlugen etc. Are you satisfied with this level or are you planning to expand your digital commercial activities?

The new TV agreement includes the possibility for the clubs to get access to TV transmitted viewing material. To me that is a decisive prerequisite for doing something that will not be a C product.

When does the new agreement enter into effect?

In the summer of 2009. After next season. That gives us the possibility to present things that we can be proud of. Unfortunately the Internet was born with a design where information was freely available. Fast information, sometimes bad information, but in any case information. Since that moment, virtually anything different than following the stream became impossible, and thereby we had to secure that people would also be interested in this football club by offering them information on the web. We do not earn money of our information. We have a little bit of revenue off our sms service, but its peanuts. Absolutely peanuts.

I would say that if we really did an effort, today, we would maybe be able to make the website break even with banners. Once again it's a balancing act. I mean, in the cinema you accept the commercials before the movie. Its part of the ritual. However, if they came in the middle of the movie you would really think it was interfering with your movie experience. I feel the same way. We know what needs we are fulfilling when people are in the stadium. Other clubs might have services that tell you what the coach have said in the break, or you can bet on this and that. We keep those things down to an absolute minimum. The information we provide in the stadium is very little. It is very specific. For example, "your car is parked..." or results from other games. There are not many commercial announcements during the game, other than those that have been accepted a long time ago. That is to reflect some sort of respect towards what it really is that people buys, when they buy an affiliation to a football club. That is, among other things, being free of all the things that goes on in our daily lives. In the same way, I think you have to show the same respect on the website. Therefore, I think it is important if we are going to commercialize it, that we can offer something that we know there is an actual demand for and that makes it cooler to be an FCK fan. That could be yesterdays goal or something like that.

Interviews?

Yes, interviews. We have a bit of interviews through FCK TV. The problem here is that the resource level is huge, compared to the relatively small fanbase that appreciate these things. However, it is interesting. One of the things that I am trying to convince our people about is that it would be interesting to get a report from todays training. That is actually fun to watch. Things where you feel that you get closer to the club, or behind the scene. We need to use those things more. Then there is the TV material from matches, which is the real thing. I think this will lift it all and that we will be able to commercialize it more. At one point I had the idea that our website was to be our 5th grade. That we would be able to make as much revenue off the website as each of our grades in the stadium. I think that I have become somewhat more respectful about it, because it is about finding a sensible balance. Right now we are working on the boarder of that balance. Not in a commercial sense, but by filling in news about the company has a whole, such as handball. That is a balancing act, that we need to get handball up and running before our arena is constructed. We know that the vast majority of the silent supporter is sports interested in general, but we also see that the hard core group of fans are complaining about handball news in a football website. That is also a valid complaint, but it is also valid in our situation to overhear it. If it became the case that there was a fixed flow of news, but that 1/3rd of it was handball, then it would be a problem. However, if you see that magazine (points at a wall filled with framed frontpages of FCKs magazine "FCK Balls") then its all football. We have bigger handball stars employed than football stars in a global perspective, but it is a football magazine. It will continue to stay that way and then the other things will be there a little bit as well, to tap into the traffic, but it is a balancing act.

16) Organization-wise you do not have a Marketing department. Could you describe briefly how you manage partner and customer contact?

We are fortunate to have a fanclub, that to a great extent organize our fans. It also provides us with the opportunity to communicate with a handful of people instead of thousands. We can also argue that if you are a big fan, then you are also a part of the fanclub. In that sense we do have a dialogue with the fanclub, once in a while. For example in relation to the “stemnings tribune” or if there has been vandalism or violence. In these cases of course we have a very detailed dialogue. Otherwise we have a meeting about every three months where we discuss various subjects. Other than that, we believe that it is important to have a certain level of autonomy in the fanbase. This means that we don’t engage into too much dialogue. For example this magazine (refers to FCK Balls) is one-way communication. In our website we open up to “ten questions” and such things, but we want it too seem that we have this approach. We are hired to administer the club and the fans power lies in whether they want to come or not, and as long as we put trophies on the table, then we are probably also delivering some of the things that the fans want. Right now there is an interesting discussion concerning if we are scoring too few goals. It’s very interesting for this football club, how to handle this. As I am saying internally here: It doesn’t matter what we say. There is only one reply, to score more goals and I can’t influence that. What should I go and say in the press? We are accused of having a tendency to say that we are further away from the crisis than we really are. Its very important for a football club to very aware of where you stand in relation to a crisis. However, you also have to be realistic. I, or Ståle (Solbakken, FCK’s head coach) for that sake can’t go out and give garanties on one thing or the other. Ståle has the objective problem that he both has to have success in Europe and at home. He doesn’t have the luxury of choice between one or the other. This provides some challenges in relation to the style of play. A style of play that both works when we are playing against 10 Viborg defenders that are all standing within the penalty area, and is still safe enough to handle a challenge like Benfica. Because we cannot just play with two different teams. Their (Benfica’s) 10 players are all technically better than ours the best. So you see? There are many clubs that have used years finding the formula that works both ways. Right now we are having an extremely interesting discussion about that, because we are vulnerable in that you can read, all the critics are thrilled, because you can read in the table standings how few goals we score. It’s as simple as that. There is this automatism in football that the teams that score a lot of goals are per definition playing an attractive style.

17) Do you monitor user behaviour on your website or do you in other ways data mine on customers?

Yes, but only for a bit of discussion between Daniel (Rommedahl) and I. When we can see that there is something that people likes to see. Since we are not very commercially oriented and thus have not yet had a great need to say: Ok, we can get 5.000 more hits per day by offering these or these stories. This will start to happen when we become more commercially

oriented. Right now we are monitoring on a “curve basis”. As long as the curve is going upwards, then what we are doing is not bad.

In relation to discussing what we are using our resources on. Well, we have a very small information department, with a very big task. It’s an extremely productive unit. So it is also a matter of distributing the resources. If pictures from training works, then I am inclined to say, ok Daniel (Rommedahl) go out and take some pictures.

18) What do you use this for? Why has it not been implemented before?

Ressources

19) Relative to other clubs, you have quite few employees working with the development and maintenance of the website. Actually it is only Daniel (Rommedahl) and Charles. As comparison, Rosenborg has 8 employees. Why have you chosen this?

I cannot see the economic reasoning behind having 8 employees doing that. There are, however, two things in relation to that. One is that Rosenborg has the opposite relation than us. Many of their fans live a long way from Trondheim. They have a need to remove geography. That is one thing. The other is that Norway is two years ahead of us, in terms of their TV agreement. Norway is also a very mobile country. A very digitalized country. I know from other companies that there is a profound astonishment concerning what is going on in Norway, because everything that you do digitally up there works. When you do the same things in other countries, it doesn’t have the same success rate at all. So Norway is, to be a bit tough, a clod-hoppers society, that can lift itself technologically and erase their long distances. They also have to much money, coming from oil (smiles). So they are dealing with a surplus economy, which means that a lot of clubs are doing these things. First of all, however, Rosenborg has the opportunity to use their live pictures. In Telenor, they have a very strong partner that will also be a part of the Danish agreement. I think we will near us, but it will not be in my time at FCK that we will have 8 employees.

How about a club like OB or Brøndby, they also have more employees than you. Not a lot.

Does Brøndby have that?

That was my impression from Daniel (Rommedahl). A couple of employees more. That must say something about them, as well as you.

It tells something about the fact that we try to use our limited resources in a very effective way. There is nothing that indicates that Brøndby or OB have more fans than us, or more visitors to their websites. So, I don’t want to be led by what other clubs do. We are continuously evaluating and until now it would be very difficult to say, with the economic and sporting evolution of FCK, that there are other clubs that do it better. Not that they cannot be better in certain

areas, and not that it means that they will never get a bigger breakthrough at some point, but I maintain an overall evaluation saying that, no matter how many people we delegated to the website, then as long as we cannot offer them something remarkably different, then it is icing on the cake. However, when the new TV agreement takes effect, then I am also pretty certain that we will take additional steps.

It also depends how you look at it. If you see our big screen productions at the games, then we have 6-8 employees running around here, while they have 1 in Brøndby. So you might say that we are more focused on the venue experience.

Are these people hired by FCK?

No, it's a blend of paid workers and volunteers. They get some benefits. Some also use it as part of their education as camera technicians and so on.

20) How big is the budget for the website and can you add percentages in relation to the total budget?

21) On what basis is the web department assigned resources? By performance, ad hoc, fixed budget, bonuses?

22) Do you have any rights in relation to archived TV transmitted material? Do you have an archive yourself?

There's a lot of restrictions. Hold-back time and so on. However, because of the very tough competition for the TV rights this time, the clubs have been able to define what they wanted, because the broadcasting companies would bid on the product anyways. So there will be a move of basic rights back to the clubs, plus a free delivery of TV material, with some restrictions. From the broadcasting companies to the clubs. There will be three significant improvements with the new TV agreement. One is that there will be more competition between the broadcasting networks, so they will do everything in their power to promote the football product. The second is that along with the TV agreement, they have also committed themselves to some enormous marketing budgets. The third is that they have committed them to delivering back to the club material that will enable the clubs to improve their websites, bigscreen TV's and so on. A fourth would be, that in one and a half or two years, the mobile technology will be even more advanced than it is today, broadband will be even faster and digital TV will be just around the corner. So, it's fair to say that we are standing on the brink of a technological "push" in relation to the clubs. In Norway it has had the very interesting consequence that match attendance has risen. It confirms that if football becomes something that is relevant to you all the time, given that the quality on the pitch and of the venue is good, which they are in Denmark, then you will also see people in the stadium.

If that is true, shouldn't the Internet then have an enormous focus for FCK, if it generates match attendance?

Yes. I also think that we are focused. However, it is related to how many breads we have to sell. If I have only one bread, then I will not invest in a shop of 600 m². So when I get 600 breads, then I will maybe invest in a 100 m² shop, instead of the 50 m² that it is today. So it's a question of myths. There are many about what the web can do and can't. Many of them are myths and I know that. Especially from my years in IBM. One should never ignore the importance of the web, but the hunt that for example TV2 has to become the largest website and so on. It is not certain that it can be transferred to their core business. For example, when I ask my daughter, who provided the services that you used on the web? Then she really has to think. Then let's say that it is TV2's website that she has been playing a game in. Does that mean that she watches more TV2 on TV? No, because this or that program is on DR (rival Danish channel). So I think you have to be careful not to run along this Lemming effect. If there isn't a real commercial product to sell, like a venue product, a shirt or something else that gives all of this meaning, then being a time-killer on the web, doesn't necessarily have a commercial meaning.

I really think few people have chosen and remained with a football club, because they had a cool website. For that sake, I don't think, that a football club has retained a fan either, just because it had a cool website. I am not interested in competing with Egmont or TV2 or other by having a lot of gadgets that have the sole purpose of maintain people on my website. For me, it is important to be a friend in daily life. This means that it is great if you have FCK as your website, because there are three or four news there and pictures from training and so on. The purpose is not to make people spend hours on games and gadgets. Well, actually a manager game will probably be implemented.

Well, there already is isn't there?

Yes, well what I mean is that following the trend there will probably be launched a divisionwide manager game, which is still confidential. Well, I am an advocate for it I would say, so we move it from B.T. (Danish Newspaper) and such places and then administer it through the club websites, with payment and so on. It will be so that FCK fans can accumulate there scores and compare. We are open towards these things. If we do that, it requires us to hire an additional employee, but he will be paid off this initiative.

If we conclude that the business model on the web is risky, then what volumes need to be generated for it to be interesting for FCK?

That is on a project by project basis. There is no clear answer. There is one model for calculation of banners. There is another model for manager games. So there is no clear answer. There is a third model for influence on shirt sales. What you can say is that the website started off as an alibi, because "everyone else has got it". Today it has evolved into becoming the opportunity to enter the club on a daily basis. Your daily friend that you could be angry with because it wasn't fancy enough or news like, ok – is Hjalte (Nørregaard,

FCK player) injured, or ok- they played this or that game today and this or that guy won. Stuff like that. The things that make you feel that you get a daily visit into the life of the family. That is where we stand today to a great extent. We can see in the numbers that we function this way. The next step is to maintain being a good friend that you want to visit, without the ambition to stay for hours, that provides an added-value that attracts other, while at the same time makes revenue for the club and ultimately leads to better football players.

Are there any figures that are simply too small to pursue, like the sms service that you mention, that its peanuts?

I think the issue here is technology. We are waiting for a total coverage of total broadband. When that time comes, there are no boundaries. At that time we will do a business case on what is feasible and what is not. There is of course also a maturity degree as to how much FCK you want to have, so it will still be a balance. I think that we will remain in top 2 of websites, but I do not think we will be in the top 15 of European football. Simply for the mere reason that we do not have a global market. It's a balance. We want to be the door into your family that you enter once a day. Where we can give you some messages and where you can reconfirm that this is the club that I belong to. Then, if we can make money off it great, but when I make long-term budgets from 2009 and onwards, then it is the TV rights and deduced revenues. We do not have a posting as to how much more the Internet will be valuable for us. However, from next year we will start to look at this. We have a seminar this spring, with all the league clubs and where some people from Norway will come and tell about what they have done. So it is a focus area. I am also sure that if we did this interview in two years, then we would also have more employees working with the Internet in FCK. It will be little by little though. It will not be something that we will engage in, just because we want to have the coolest website. That doesn't work.

23) Are there, generally speaking, any contractual or judiciary stipulated limitations related to digital media?

Appendix 3. Interview: Francesco Ghiso, Vice-Dir., AC Milan Media

This Interview should answer the following questions:

- 1) What are the advantages and disadvantages of digital media in football and how does AC Milan plan to develop the activities? Q: 1,3,4,5
- 2) Is interactivity with fans desirable (advantages/disadvantages)? Q: 2,6
- 3) Does digital media generate loyalty (how?)? Q: 6,7,8
- 4) Is digital media costly or how can it become a revenue source (what is the potential)? Q: 9,10,11,12

INTERVIEW WITH FRANCESCO GHISO

1) AC MILAN is one of the biggest and most prestigious football clubs in the world, with vast revenues from your stadium, broadcasting rights and merchandizing. What is the reason that the club has started to develop digital media activities and what is the objective of these activities?

In our website we have created a community with a lot of services for fans. The usability allows you to create your own pictures etc. This is a way to create a special link with the supporter.

When a supporter is 8, 10 or 15, no more, they choose their team. You stay with that team. I always say that in your life you have to fixed points: Your mother and your football team (smiles). You can change wife or political conviction and all other things, but your team is your team. However, it is important for us to continue the relationship and this is why we are creating content for our supporters.

So it means that you are not creating content to attract supporters from other teams, but to generate revenues?

No, we do not try to do that, because if you are a Roma supporter, you will be that for all your life. We have to create content because when you are 4,5,6 or 11 we want kids to become Milan supporters and not Roma supporters. This is our policy.

I have no interest in trying to attract Roma supporters, we are creating content to get new supporters and know our supporters better. First of all, as a visitor you have to register at our website. Then we have created content like area games and as you can see in our registration form, if you want to play area games or send pictures, you have to give me your name, surname and adresse, phone number, mobile number etc. which means that we get better knowledge of our supporters. This means that we know our supporters better and can better target them with product proposals.

So you use the website to say: Ok, this product is good for males between 18-25 for example?

Exactly. So we use the website to create the target. Then we use it in our newsletter and Direct E-mail Marketing. For example, this one (shows on a PC screen) is for all our foreign supporters, to promote showtime, which is our webTV.

So through the website you can see Showtime?

Yes. So this mail for example was sent to all our customers that allow us to send this kind of advertisement. Another example is Yokohama, where we won in December (AC Milan became world club champions). MediaSet, that had broadcasting rights to for the event, asked us to send our supporters an offer for the matches, the price and date of expiration of the offer, which was only 10 euro.

Did MediaSet pay you to do that?

Yes. The fact is that I have a database and I know my database. It is made up of Rossoneri supporters, I know their age, where they are from, male or female, and sometimes also their capability to spend money, if they use our credit card. Then I can find out where they buy, what they buy and how much. It's all instruments to better know the supporter. Obviously, when you have a huge quantity of data you can create segmental targets and do analysis.

Do you also segment fans according to core fans, second layer and so on?

We are doing that. At this moment we are doing the analysis to classify the supporters according to "hardcore", "low", "weak", something like that.

What kind of parameters do you use for classification?

We are doing the analysis. You have to consider that AC Milan is not a local team. It is international. So AC Milan has supporters, not only in Milan or Lombardia, but also in Palermo or Sicily.

Or in Japan right?

Exactly. So therefore, you cannot just consider ticket holders. Because for a Milan supporter it is easier to get to the stadium. You need to give other fans a value as well. You have to consider that he/she might be from Palermo, so it is not possible for that person to come to the stadium, but I know that he is from Palermo and goes to the website every day and that he likes it, because he uses the area games. He has also got the credit card. So we could say that such a supporter is proud to be Rossonero, even if he lives far away.

He also still has a value in terms of purchase right?

Exactly. When we launch a new shirt, we know that probably he will buy it. So we can propose him to do that.

To give you an example. We have a newsletter that we send every Friday to our supporters and we put an offer for a memorial T-shirt when we won the final in Yokohama.

2) How have fans reacted to your digital media activities, are they enjoying the new possibilities?

Yes. We have created numerous community features. These are the instruments that we have created to keep the relationship with the customer alive.

What are the most popular features?

Well, for example, before the final in Athens (Champions League Final 2006), we created a website where people could upload their own videos. So there was a kind of web 2.0 feel to it. We received a lot of communication with our supporters. They want to communicate with the club.

Another example is chat. We did a chat with Kaka (AC Milan star player) and in two hours we received more than 10.000 questions for Kaka. Now we do it once a month with a player.

So this is a popular feature?

Yes. Very. Also, we have a service for supporters that want to buy pictures. This because, while in Italy you can go to town and find pictures, abroad Milan has to be aware that supporters cannot. And probably there are people who wants to buy pictures of Pato (new AC Milan star signing), Kaka, Ronaldo or the team in Japan for example. So this is a service for, in particular, foreign people, but also for the supporter that is in Palermo or Rome.

Then, obviously we have E-Cards. Have you registered to the website?

No, not yet, but I will do it when I come back to Denmark. Is it free?

Yes, you just have to register. Anyone can do it. The registration form is very very easy. You just have to generate a username and a password. Then you can for example send E-cards.

For Valentines day you can send special cards and so on. It a service to our fans.

Another feature is PhotoBlog. It's a feature where supporters can send their pictures. In two months we have received more than 4.000 pictures. These are instruments to create a community and make the community speak to each other and at the same time to speak with the club. This picture (shows on a PC screen), which is the most viewed one, was viewed more than

400.000 times. It's very imaginable that people say "hey my friend, go to the AC Milan website and see my pictures". In general, there are a lot of pictures children and people in the stadium. They want to show that they are proud of being Rossoneri supporters.

3) Digital Media has the advantage that it facilitates data mining for a company, is AC Milan using digital medias to find out more about fans, and in what ways?

4) Digital Media breaks down geographical barriers, they can be accessed all over the world, was the globalization of AC Milan's Brand the main reason for expanding digital media activities or are you focused on serving your local fans?

It's for the core fans. You have to think that you can get in touch with your fans in many ways. With your magazine, every day there are three Italian newspapers that talk about Milan and all sports websites speak about Milan, you can get in touch with Milan when you go to the stadium or when you see the game on TV, but there is not....no, better, there was not a meeting point for the supporter. There was the supporters club, but there is no official supporter club online. The online community is the meeting point of the supporter, locally and abroad.

OK, so it's for all supporters?

Yes, for all the supporters. In this way we communicate with them in a just-in-time way. We have this thing called Milan Outlet that is a free software that you download. It allows us to communicate with the supporter when we want to send messages. For example this one (demonstrates on PC screen), telling the supporter that Milan Camp was in Denmark.

5) In your opinion, what are the main benefits of digital media in a football context and what do you see happening in the future?

6) Is higher interactivity between club and fans, and between fans an objective in itself or is the purpose to generate loyalty or revenues?

7) What effects have the implementation of digital media services had on fans behaviour?

We can see the impact from the number of registrations. We saw, for example, that when Milan Camp was in Sweden, there was a massive increase in registration from that country in that period. Or for example last year, when Milan was in Malta, during the Christmas vacation to do the preparation, there was a lot of access to the website from Malta.

Also, as you might know, Milan is a Brazilian team (referring to the many Brazilian players in the team). So it is logical that we have a lot of supporters, fans, access to the website etc. from that country. This is the reason for which we have created a new website that we have in six languages. If you see our

splash page we have six different languages, but if you see the Brazilian page it is different because there is a local partner and the content is different. The communication is directed towards the Brazilian supporter. For example here you see Cafu and Emerson (two of AC Milans Brazilian players). If you see the English version it's different.

Ok, so you customize it to increase relevancy?

Yes. However, it is a very long process. Probably we are going to do it with the other languages at some point.

8) Is digital media creating fan loyalty for AC Milan? How?

9) The Internet has been accused of being a poor revenue generator, because it in many cases gives away the product or service for free. Do you agree or is the business model simply different?

At the moment, the revenues are coming from the new project that we just launched last month, which is our webTV. This is our webTV (demonstrates on the PC). You can buy three or six months. This is for foreign supporters, so they can see content that Italian supporters cannot view. There is also a free preview. In order to do so, you obviously have to be registered to AC Milan.com You can find everything on the website.

What about all the logo's that you have on the page?

They are our sponsors.

Do they pay to be on the website or is it a part of the package?

It's part of the package, but not for all sponsors. Sometimes you do dedicated operations. For example, there is "Milan for you" where you have special offerings and Milan news, a different product. Inside it we put commercial content to satisfy your sponsor and investors that want to communicate "AC Milan". Obviously, not conflictive. I have Adidas, so I cannot offer Nike.

You said that the revenues from the website is coming from webTV, how about banners or logo's etc.?

Sponsors pay us to have advertising on our website and to communicate with our community. Usually we then create a marketing package on the website. For example, this store is an example (points at a logo on the PC screen). They pay us to have visibility on our website. These are our sponsors, but they pay. These are all sponsors (points at numerous logo's). We are in the area of the page with sponsors, so you have all the categories of sponsors. Gold etc.

So for you, well, some people say that the web gives content away for free so it is not possible to earn money, so what do you think?

No, you can earn money, but it is not enough to put the logo there. It is the same with Google. Milan obviously has to satisfy the needs of our sponsors. They pay you for the sponsorship of the shirt, to be present in the stadium and currently the demand for being present in the website is increasing. Because they know that they are going to link their logo to AC Milan and with the target of AC Milan. So probably they are male, young, used to buy. They pay us to get advertising inside, and we create an offer for Rossoneri supporters. For example, ADSL. Alice is a provider of this service and if you are a Milan supporter, then you get three months for free.

So you get a special price?

Yes, but only because you are a Milan supporter. Our interest is to give Alice visibility and to offer new services for our supporters.

So you are actually also providing our supporters with better offers than the market?

Yes.

10) AC Milan's revenues are dominated by broadcasting revenues, which makes up two-thirds of total revenue, while commercial activities and matchday split the last third. Where do you place revenues from digital media in this pie and what impact is it having?

11) AC Milan is developing digital media through partnerships, why is this the best option?

12) Many clubs in England, for example Chelsea FC are investing heavily in a multitude of digital media features. Are you aware of these initiatives and how do you think it affects competition in the industry?

Appendix 4.

Interview: Daniel Schloesser, CMM, FC Barcelona

This Interview should answer the following questions:

- 1) What are the advantages and disadvantages of digital media in football and how does FC Barcelona plan to develop the activities? Q: 1,3,4,5
- 2) Is interactivity with fans desirable (advantages/disadvantages)? Q: 2,6
- 3) Does digital media generate loyalty (how?)? Q: 6,7,8
- 4) Is digital media costly or how can it become a revenue source (what is the potential)? Q: 9,10,11

INTERVIEW WITH DANIEL SCHLOESSER

1) FC Barcelona is one of the biggest and most prestigious football clubs in the world, with vast revenues from your stadium, broadcasting rights and merchandizing. What is the reason that the club has started to develop digital media activities and what is the objective of these activities?

There are two reasons. One is that it is a potential future revenue source and any club has to be on the look-out for revenue sources to be competitive, and the second is that we want to be close to our fans and digital media allow us to reach our global fanbase. Especially the international fanbase. They are more easily reachable through digital media than traditional media.

2) How have fans reacted to your digital media activities, are they enjoying the new possibilities?

They are enjoying the possibilities, although we think there are much more potential. We are still in a process of getting to know our fans with CRM activities, so there is a huge potential still to be exploited. We are just at the very first step of it.

3) Digital Media has the advantage that it facilitates data mining for a company, is FC Barcelona using digital medias to find out more about fans, and in what ways?

We are not yet. We are in a process of establishing a new CRM system, a new database, so we are behind some other clubs in that. It's a top priority for us to get that right. We have millions and millions of fans and obviously it's going to be a great priority for us to do just that, datamining and finding out more about them.

4) Digital Media breaks down geographical barriers, they can be accessed all over the world, was the globalization of FC Barcelona's Brand the main reason for expanding digital media activities or are you focused on serving your local fans?

5) In your opinion, what are the main benefits of digital media in a football context and what do you see happening in the future?

The main benefits are that you can be anywhere, at any time and that you can re-use the content in very different medias all around the globe very easily.

What the future holds is difficult to say. The rights question is the most important one. The most interesting thing in football are the live games to be honest. So whenever we offer something that doesn't include the live games, then it is only a fraction of the potential that the live games have. So it will be interesting to see how digital media get into the live games rights in the long-run.

Ok, so you could say a "rights-battle" between broadcasting companies and football clubs?

Correct.

6) Is higher interactivity between club and fans, and between fans an objective in itself or is the purpose to generate loyalty or revenues?

7) What effects have the implementation of digital media services had on fans behaviour?

No. But that does not mean that there has not been a change of behaviour. Because we can read from people that we have close, the people in our database, which are all members, we know that they like the offering by digital media, but they are not using it as much as the international people, because they have access to daily newspapers. There are two or three daily newspapers on Barcelona, there are news every day in the television stations, so they do not need digital media as much as the international fanbase. The international fan base is using it, but we do not know if there is a change of behaviour or whether they are now just picking it up because it is available.

8) Is digital media creating fan loyalty for FC Barcelona? How?

9) The Internet has been accused of being a poor revenue generator, because it in many cases gives away the product or service for free. Do you agree or is the business model simply different?

I agree with the fact that it is more difficult to monetize content in the Internet. There is an expectation by consumers to get content for free. That is absolutely right. Does that mean that it is a threat? It does actually mean that you have to think about how you use it, yes, but you have to work with it because it is here and it is going to be here for the long-run.

10) FC Barcelona's revenues are split between broadcasting, matchday and merchandising, fairly equal. Where do you place revenues from digital media in this pie and what impact is it having?

It is difficult for me to say, for me, digital media is part of the broadcasting chunk, so if now we are around 1/3, 1/3, 1/3, maybe digital media will help us to increase the percentage of the broadcasting revenues. Because again, for me, this is a broadcasting revenue. But our business plan for example do not forecast huge percentages or revenues in that sector because we want to be cautious, but get the maximum out, but not plan on something that we do not control fully.

11) Many clubs in England, for example Chelsea FC are investing heavily in a multitude of digital media features. Are you aware of these initiatives and how do you think it affects competition in the industry?

Appendix 5.

Interview: Nils Heldal, Media Manager, Rosenborg BK

This Interview should answer the following questions:

- 1) How does RBK leverage their website (purpose and focus) and other digital media activities and how are consumers responding to this strategy? Q: 1,2,3,4,5,10,13
- 2) Why is RBK investing in Digital Media and how do they organize these activities? Q: 14
- 3) Does digital media generate loyalty and how is it monitored? Q: 6,7,8,11,12
- 4) Is digital media costly or how is it a revenue source for RBK(what is the potential)? Q: 9,15,16

INTERVIEW WITH NILS HELDAL

- 1) What is RBKs long-term vision or objective for digital media activities?

We want to have more visitors every day obviously, and we want to earn a lot of money so we can so we can buy a lot of expensive players (smiles). That is really true as well because if you look at what has happened in England, the power of live sports, especially when it comes to Internet and television companies, it's the only TV show that can still attract the whole family. So we, and other football clubs, understand that there is a lot of money that we actually own, so why should we give it to somebody else. We shouldn't. We have to capitalize on it ourselves. Thereby hopefully make the fans become stronger fans and help them spend some money.

- 2) What do you think that your digital media strategy reflects? (proactive, frontrunner, late move etc)

Both. We have for example invested in a tracking system called ZXY. In Trondheim we have a lot of technological institutes. It's the best environment for these kind of studies in Norway. Digital TV was invented here and the GSM protocol, but people of Mid-Norway are peasants when it comes to understanding the business potential. For example, they sold the GSM protocol to Nokia for around NKK 1.500,-.

So our system will be launched on the 1st of April. All the clubs want to see how it works. Adidas has implemented a chip in footballs, so we have talked to Adidas to get our tracking system chip ZXY into shirts. If we succeed in doing this, that is where our revenue will be, because you can transfer it to Hockey or any other sports. It will change the way you watch sports big time. For example if you watch hockey, you can put it in the puck and make it red or bigger for the television audience. Also, it can help us serve journalists better. So we are very excited about this technology.

To get back to your question, the clubs goal is to be amongst the 30 biggest clubs in Europe, media wise. That is the great thing. We can be number one.

So that is our goal and the ZXY thing, the statistics, this we can use to create content,

3) Have you studied what kind of digital media services that interest your fans, and what was the result?

Yes, but if you ask fans they tend not to know what they want tomorrow. They only know what they want today. What they want today is of course training matches, long interviews, some of our interviews are 30 min. long, so either you do it very short or you do it very long. It is the same logic with clips. So we try to produce a lot of the content for the long-tail as well. However, like all companies we struggle with managing our content, so we have to do a program for that.

So it is not implemented yet?

No, no. They say it is, but it isn't.

4) How have fans reacted to your digital media activities, are they enjoying the new possibilities?

Oh yes. You can enter rbk.no and read the reactions. Some of it they love, some of it the hate. We publish and publish and publish and see that some things work and others in different ways than we expected. So then we drop it.

Ok, so it is trial-and-error?

Yes.

5) How has traffic on the website evolved?

Well, I can give you the password for the Gallup and you can check the results. We have to grow much faster than we grow now. Of course it has grown in the last year, but I am not too happy with it. I want to reach 20.000 unique visitors every day. That's the figure of how many spectators we have.

So you want the spectator base to also be with you daily?

Yes, and I want to reach that this year. How will we do that. Well, we might collaborate with the other big clubs in Norway to pool advertising. Because you need advertising and by collaborating with, lets say the five other big clubs, we can cover all of Norway. In Norway people normally measure according to gross-rating point, but what we have is target-rating point. That is what is becoming more and more attractive for advertisers.

This means higher relevancy towards the product?

Yes. If we do that, and then put digital boards all around the stadium, which is very easy, and then bundle it, also share content (with the other clubs) then I think it could work. Regional newspapers have done something similar and it

was very successful. The really picked up revenue and they really picked up hits.

6) How does RBK interact with fans?

Well, of course, live on matchday. Also live at events. We had one with Amnesty International. The fan club also has a discussion board. The promise there is that we will answer every question. We have a television program where they can ask and we answer questions. We pick a player and then it is 15 min. with the player where he answers the fans questions. This place (the club house) is open to everybody. You can come in and by lunch. Anyone who approaches the club, both normally or digitally, we have to show respect. We exists because of the fans. Also we exists because of the journalists. The journalists impact on the club is much higher than 20.000 people that comes to matchday.

7) Does RBK have an overview of which fan segments that most often visit the website, watch RBK TV, order sms services or in other ways engage into proactive interaction with the club?

No. We will have it though. I will be happy to send you that. Actually I have something called sponsor insight. I will send you that, because it is from all the clubs in Norway.

8) Digital Media has the advantage that it facilitates data mining for a company, is RBK using digital medias to find out more about fans, and in what ways?

We have a guy called Christian, he tracks data bits, but I think we are very interested in getting phone numbers, names and addresses of people who wants to have a relationship with the club. I suppose Peter (Ibsen) talked to you about that?

Yes he did.

Besides that, we haven't done much.

Ok. Actually, it was interesting what Peter told me, that you have playing Astana in the qualification for the Champions League and sent out an MMS with one of your star players saying "we need you to come and join us", and I asked him if there was any discount or offer included and he said no, that it was just a reminder and that within 15 minutes you had 1.500-2.000 more spectators. I mean, that is massive.

Yes. And we will do that again and again and again. When we need it, but it is a beautiful tool. It was very good.

So what I understand is that you are doing something, but maybe just not on a structured basis?

We do it when it comes to earning money. When it comes to making content, we have a different approach. It is not like I try to find out what people want, and then do it. We just try. We make it and try. If they don't want it, ok then we skip it.

In relation to revenue, which for any company is the life source, you are doing it in a structured way or is it still in the development stage as well?

We have service. We know what people expect on match day, how the find our screens, how the seats are, how the sausages are, but not too much about how they find the content. Because then again, you see it. You can monitor if they like it, if they do not like it. So the answers are already there.

9) The Internet has been accused of being a poor revenue generator, because it in many cases gives away the product or service for free. Do you agree or is the business model simply different?

No. That is complete rubbish. But it is slow. You have to deliver a content and you will have red numbers for a while, but our strategy is to double the sales, double the growth each year, but it is not a problem. We have already passed the figure for the whole of last year. We passed that in March.

So it is growing a lot?

It is growing, but it needs to grow and double this year and next year and then we will actually earn money off it.

10) Digital Media breaks down geographical barriers, they can be accessed all over Norway, was that one of the main reasons for expanding digital media services?

Yes and you know, we have an English translation of our site. We also want to have a Spanish site and we have talked about a Japanese site because there are some fans there. Because there is a former RBK player that now plays in a Japanese team.

11) What effects have the implementation of digital media services had on fans behaviour?

They use our products more and more. Also the fan club. We are happy if we get 2.000 members this year, but obviously we want 10.000.

How many members do RBK have in the fan club currently?

It's new the fan club. Completely new. There are some information about it in the papers I gave you.

12) Is digital media creating fan loyalty for RBK? How?

That's a tricky one. I think the football team is what creates loyalty and digital media is just a way of spreading the content about the team. So the media in itself no, but it is another way of managing content.

13) Is higher interactivity between club and fans, and between fans an objective in itself or is the purpose to generate loyalty or revenues?

Of course. Like in any other area we want fan based journalism. I think it is all about making a true image of the club, as something that you as a fan can approach. That you as a fan will be welcome, that the club will treat you with respect and also that the club is interested in what you have to say. That creates loyalty, of course it does, but we are also really interested in hearing what they have to say and if they have valid arguments we will act.

So it is a way of having the finger on the pulse?

Yes.

14) Is the Media department separate from the rest of the organisation or do you work with other departments?

We obviously work with the commercial department, but I think we could work more closely. I just started in January and this is something that we talked about last night actually. We have to.

I looked on your website when we first talked and media was placed along with the other functions, but not long ago it was changed so there is an organisational contact chart, and then the media department contact is by itself under the Media header. This is why I ask.

Ok. I think that maybe he was drunk (laughs). I don't know that.

The reason why I ask is also that through digital media you get a lot of information and this is something that would be useful for the marketing department wouldn't it?

Of course.

Are you working now with them in any specific ways?

Yes, we work with them on projects. We test the content with the marketing guys, and I tell them how much they can sell (smiles), but I am used to work even closer with that department, so we will do that.

What is your background?

Journalist. I run my own company, so I hire myself to different companies for a period of time. I have worked a lot with convergence in media houses. That's

why I have a record in the industry. I have worked a lot with television and radio.

15) Where is RBK in terms of investment in digital media compared to other Norwegian clubs?

Number one.

Are you also number one in traffic on your website, professionalism etc.?

We are number one. But it is in our interest to share what we know with the other clubs, because the stronger the clubs are, the better it is for us.

Peter (Ibsen) actually said that there could be some logic in working together, selling advertisements, sponsorships and so on.

Yeah, with the five biggest clubs. That is the regional paper model. There are lots of money if we succeed doing that.

And everyone wins?

Yes, but then again, who loses? I think the regional papers will lose. Because there is a limit to how much money companies can spend on advertisement. Especially these days where stocks are going down.

16) What are the most important revenue sources for RBK (broadcasting, matchday, merchandizing) and how do you see digital media in this relation?

In merchandizing we sell for around NKK 30 mill. per year. Media should be on that figure within...well, it depends on what media is. My department also get the television rights for UEFA, so I would take that away.

Well, I am referring to Deloitte's Money League where they divide revenues into broadcasting, matchday and merchandizing. I know it is a bit of a rigid way of dividing it, but I am asking because I cannot see in those figures where digital media is contributing. In Italy broadcasting revenues are very big, but is that because Internet revenues are placed there, or how do you measure these things?

That is a very good question, because for instance, the media department makes a magazine. The magazine is also digital and the magazine and all of the back issues will be in the fan club. The magazine is actually given to the people that buys a season ticket. That is like 12.500 people and all the sponsors get 1 page in each issue, but we incur all the costs, we do not get the money. So in this club it is like, the revenues goes one place and the costs goes another place. So it is very difficult to take out and see how much money the media department creates. So that is a tricky one.

Obviously we have to get there as well. Because you have to know. The danger is that you do not stop a project early enough because you really have no idea. "Are we losing money on this", "Oh god, I don't know".

We had a meeting last night about this. We have to track the revenue. Project revenue we call it.

Have you developed any strategy on how to do this?

Yes. It is very easy. If you take the magazine for example. You have to put a price on everything. Let's say Adidas pay us around 7 million a year and that is a pot deal, so it means tracksuits, balls etc. You have to put a price on everything that Adidas gets. You also set a price on how much a full-page ad in the magazine costs. Sum that up, which I did, and it gives us around 1 million on a yearly basis. Then you take 12.500 people that pay for a seasonticket around, hmm...(thinks)...around NKK 1.200,-. Lets say that 250,- actually goes to the magazine, then you track it. So it is really easy, but then again, when we produce the match on Sundays, which is broadcasted with television 2, then they make money, we make money and then to actually track how much money this match create, we have to include TV2 as well. That is also easy, that is just one telephone call. So we just have to create a grid. This will give us a better understanding of the feasibility of things. It is a big big weakness if we can't do that. Then obviously we do not know. But this is a small club, this is not CNN, so it is easy. I think we have around 50 different points of revenue. If you find them and put them in a grid you are done.

How important is it for you to know your fan segments and in relation to digital media, can this help you?

It is not that important. In relation to digital media content we just try. Our ears are wide open and we try to take the pulse of the fans, by interacting and we actually listen to them. So instead of getting consultants, which is my job actually (smiles), to make surveys, we want to spend that money on making content. However, when it comes to building a bigger stadium, which we are now planning to do.

Again?

Oh, yeah. Now we aim for 40.000. In a period of maybe 8-9 years. So we got the architects that did the Stadium of Light, an English company. They have now given us the sketches on how to bring it from 25 to 30 thousand and then from there to 40.000. Then it is very important to understand fan segments. We find that the key is the mother. We have to get the mother to the matches. Because if the mother goes, then the children will go, then they are interested in having a meal and so on. We are spending lots of money on understanding that.

17) Do you know the Danish clubs websites, what do you think about them?

Hmm, no not really. I saw some Swedish ones, or actually Brøndby yes. But we try not to compare ourselves. At least for this year. We want to just create, create, create content without any limitations. I don't go to any soccer conventions either, for the same reason. It will just influence you.

Appendix 6.

Interview: Andrej Haggblad, Info & Media Mgr., IFK Göteborg

This Interview should answer the following questions:

- 1) How does IFK leverage their website (purpose and focus) and other digital media activities and how are consumers responding to this strategy? Q: 1,2,3,4,5,10,13
- 2) Why is IFK investing in Digital Media and how come they have chosen to outsource their WEB TV? Q: 14,15
- 3) Does digital media generate loyalty and how is it monitored? Q: 6,7,8,11,12
- 4) Is digital media costly or how is it a revenue source for IFK (what is the potential)? Q: 9,16,17

INTERVIEW WITH Andrej Haggblad

- 1) What is IFKs long-term vision or objective for digital media activities?

We are going to create a long term media strategy during this year. The concept until now has been to 'test and learn'. Because when we started this journey in 2005 we didn't have much knowledge about it, or competencies. Today, we are still in a period of learning and to test different ways. During this year we will sit down, the whole media group and work out a strategy.

How many are you in the media strategy group, and how many were you when you started?

We do not have one single person working with media, but when I started back in 2005 we had a journalist who has been working for newspapers here in Sweden with a great interest in sport, but he doesn't know anything about the new technology. We will sit down him, myself, the club director and the marketing director. I also think there will be a member of the board who is the former PR-Manager of Volvo.

Why is it that you say that this year, in particular, you will sit down and make a formal strategy?

It is because we have come as far as it is possible with the current organisation. To take the next step we need to recruit professionals who have worked with this before. We need to put up some objectives, both in short and long-term and in terms of visitors on our website and in economic terms. It is not only the WEB TV part, it is also the website and I would like to add a little bit of CRM integrated in the entire club.

So currently you do not have CRM, and you do not monitor traffic or economic revenues?

We do, but we have all sorts of CRM systems. The ticketing is one, the subscribers to our newsletter is another, which is done with a company called Marknadskraft, and on the website we do not have any log-in demands at all, because we do not want to make any obstacles to consume IFK news. In the long-term, however, we will need to, or in the perfect world, we would collect all this data in one CRM system with different flags according to where they come from, so that we do not send double e-mails to people.

Is that the primary purpose, for example not to send double emails or do you have any idea of what will be the outcome of this strategy meeting in terms of what you can do?

Of course, if I think long-term, I think digital media will become its own business unit in IFK, with the same budget responsibilities as my department, public relations has, and sponsorship rights has. So I believe that it will become another leg of the business to support the club. I am pretty convinced about that.

2) What do you think that your digital media strategy reflects? (proactive, frontrunner, late move etc)

3) Have you studied what kind of digital media services that interest your fans, and what was the result?

We have done some studies, but not any that excludes other parts. We have just asked 'what do you think about IFKs website, what do you think about our WEB TV?' and so on, so it would be an exaggeration to say that we have studied it. We have, however, gotten a lot of feedback from our fans and it is very positive. From our partners as well. When we started out the objective was of course to increase traffic to our website. If that succeeded, we would create another channel for our partners to present their products and services towards the fans. And as well for us to present merchandise and products and so on.

So simply being able to say to sponsors, I have X unique users every day, are you interested in X or Y?

Yes. Soccer teams has a very clearly defined target audience, mostly men. So its very attractive for a lot of product and services. So if you add, not just banners, but sound or movies, commercial movies, you will take it to another level. So we see a big potential in this.

4) How have fans reacted to your digital media activities, are they enjoying the new possibilities?

Yes. I think we have had an increase in traffic on the website of at least 30% since we started.

From 2005?

Yes. We have also gotten a lot of feedback by mail. We speak very often to our fans in forums and they are very satisfied. They actually often compare themselves to other clubs, how far they have gone. So since IFK has been in the front line here in Sweden, they are very satisfied, because of its prestige.

Has there been any comments as to the way you have done it with Kanal Lokal that also does the WEB TV for other clubs?

Yes, initially there was a lot of criticism because you had the host Joachim Gegget, who has another favorite team than both us and GAIS, and he was leading the IFK program, but after just 2-3 programs people started to like it, he is very good at his job, he is very professional. The fans didn't have that many comments about the fact that GAIS also had this program, but we had that, because we wanted to be exclusive in the local TV channel here in Gothenburg, but of course we need to understand that KanalLokal has other objectives than we have, but it has worked out very well. It is an opportunity for us to create professional TV without risking any money.

So they (LokalKanal) take all the financial risk?

Yes, they take it all.

5) How has traffic on the website evolved?

6) How does IFK interact with fans?

We have different kinds of forums as I told, for the spectators at the arena we have a publikråd (fan council) where we have 4 meetings a year where the fans are able to communicate with us. We have also been doing some smaller studies by e-mail with Marknadskraft, who also has our newsletter, with 6000 subscribers.

7) Does IFK have an overview of which fan segments that most often visit the website, watch IFK TV, order sms services or in other ways engage into proactive interaction with the club?

I believe that this is very easy. We have made different segmentation surveys, but the one we stick to is the one where we define our fans in three circles. The hardcore circle, which probably has 7000 supporters in it. We know that these are the ones that predominantly consumes WEB TV, the website, subscribes to our newsletter and so on. If you look at the other commercial opportunities that you have, that's a bit sad, because you also want to get to the other consumers in the second circle, and also in the third, of which IFK has a very big one. To attract them and make them more loyal. It's always like that in soccer. We work with a passion brand, so it differs a bit from other B-2-C products, because consumers who are big IFK fans want to read everything, see everything. In one way it's sad, but in another perspective it's positive because you create a good relationship with your most important clients and thereby have other opportunities to secure their happiness.

So how would you define digital media, is it better for retaining customers or is a tool to catch new customers?

Today I believe it is still retaining, but we also know that people who are in the other circles tend to get more involved. If you read about the stars, build star quality, you tend to move them into the inner circle, to become a hardcore supporter, so both, but mostly retaining.

Do you send out offers by sms or e-mail for matches and so on?

Yes, we have done that a lot of times.

Does it have an affect on attendance?

Depending on how we create it. If it's a competition, what the prices are, if it is for a game etc. but sometimes we have very good response.

8) Digital Media has the advantage that it facilitates data mining for a company, is IFK using digital medias to find out more about fans, and in what ways?

We do not do it if you look at WEB TV consumers, because our existing solution cannot do that, but right now I have a proposition from a new website creator, and there it will be possible to start up a log-in function that people will then need to access and fill in information in order to use it.

Are you being inspired by bigger clubs in Europe?

Of course we are, but early in the process we understood that we we couldn't do a pay-per-view like big clubs in England are able to do. Maybe in the future, depending on how we work out our business model and the sport, but we look a lot at teams in Norway and hockey clubs in Sweden which are very far in this development, so very often benchmarking.

There are, like you say, different ways of financing the services. Either by pay-per-view, or by advertisements or sponsorships or some, like yourself at the moment, that have gotten the WEB TV for free. What is you opinion on the viability of these three options?

I am 100% sure that revenues will come from advertising and commercial activities, as it already does for us today. If you choose that road, you need to get as many viewers as possible, because that is the only thing that they will pay for. So therefore, you can't do both. You have to choose one and I strongly believe that IFK will choose to finance it by advertising and commercials.

Is that also why you want the log-in, so you can know more about the customers to present to partners?

Yes, to give more specific data about the viewer.

How much is the traffic on the IFK website?

We have an average of around 5300 unique visitors per day, so its pretty good.

9) The Internet has been accused of being a poor revenue generator, because it in many cases gives away the product or service for free. Do you agree or is the business model simply different?

I believe it depends on how you approach it. As I said before, if you choose to finance it by advertising and commercials, then its not a problem if the services are free. I would say it is good that it is free and you cant stop that development. Instead of criticizing it, you should accept it and make the best of it.

10) Digital Media breaks down geographical barriers, they can be accessed all over Sweden, was that one of the main reasons for expanding digital media services?

Yes. We have the biggest fanbase in Sweden. 1.1 million Swedes sympathise with IFK in soccer, so we have a lot of fans all the way from the north down to the south and the website is a good tool to communicate with those fans as well. That is why KanalLokal's program that is broadcasted in local TV is also posted on the website so fans can see it all over the world, which is very important for us to maintain a good relation with them.

Talking about merchandising or online sales, do you have any idea of how local the sales are or how much of it is sold throughout Sweden?

The statistics tool that we currently operate on our website cannot tell us where the customers are from, geographically, in some cases it can, but not overall, so it difficult to know that.

11) What effects have the implementation of digital media services had on fans behaviour?

Yes. Its an easy equation I think. They get more information about IFK, they get to know the players in the team, which builds the star quality in some cases, they also get a better understanding of the business we work with. In some cases we have had an interview with our Marketing Director so they can understand why we work as we do. For example in relation to difficult issues where some fans can be a bit angry that we only think commerce. So it has effects, they tend to get more loyal and it also has an effect in that fans understand better the road IFK choose, because we get another channel to sell our ideas and visions.

It has also had an effect on traffic, you say that traffic has risen with 30%. Has it also made people stay longer in your website?

The former statistics tool that we had only told us how many visitors we had per day, not how long they stayed, so we have nothing to compare with.

12) Is digital media creating fan loyalty for IFK? How?

13) Is higher interactivity between club and fans, and between fans an objective in itself or is the purpose to generate loyalty or revenues?

Of course. That is why we have created a fan council. We have a lot of sit-downs with our fans and give them a chance to talk to us, to know how the feel, because they are our most important consumers. So of course it is important and interactivity is, I believe, only good if it is both ways all the time. Like I said it's a way to let them know our ideas and visions, but also get feedback about how they think

Do you have any examples of situations where supporters have reacted in a certain way and you have taken it into consideration and changed something?

Yes, we have lots of cases actually.

So it happens all the time?

No, not all the time, but sometimes there is something...it's most often details. Its very easy to change. If they have good arguments, of course we will change it. Its for the better.

So digital media is not only for revenue it can also facilitate exchange of opinions?

Yes, and secure customer satisfaction.

14) Can you explain the reasoning behind collaborating with LokalKanalen in the production of IFK TV?

KanalLokal has the resources to do a very good TV show. High class. IFK does not. So we saw KanalLokals offer as an opportunity to learn more about TV and also to get exposure in a local channel. Perhaps in that case, we get to more people outside the hardcore circle, than we do by our own show, that we only broadcast via the web.

Do you know what kind of content it is that fans are most interested in?

Yes, KanalLokal has a lot of viewer feedback. There is very much focus on the players in the team, both the senior ones, but also the younger ones. Also the top management. The Marketing Manager, the Top Manager, how we work with our sponsors. They want more, because fans today have understood that it is business. So to be calm, they need to know that we do well with their beloved team in all areas. We didn't think they would be so interested in those kind of issues, but they are.

15) What has been the benefits and disadvantages by using this strategy?

The benefits have been that we have learned a lot and we have come to the conclusion that we have to become more professional. Put everything down on paper, make an agenda, recruit people that has worked with these kind of tasks before. So it has been extremely beneficial for the club. However, to take the next step, we need to get it down on paper, sit down and work out a strategy as we have done for all our other business areas.

Disadvantages might have been that it is very time demanding, because none of us have worked with this kind of issues before, so it has taken a lot of time, but it was worth it.

Clubs in Denmark do not have their own TV, was it KanalLokal that approached you?

No, we already had a TV show before, but yes, they approached us with the offer.

I have the impression that it is very resources burdensome, so for clubs at the level of Scandinavian teams, is it a viable option to do it yourself?

I believe it will be possible in the long-term, not in the coming 1-2 years, but there is other things going on. There is an offer out now from the Swedish Football Federation, to all Allsvenskan clubs, to create a studio in every club, with a three-camera solution, and daily interviews, that they will sell.

So Swedish TV wants to do that?

No, the Swedish FA. They have an offer from the co-owned production company Onside. They want to place studios in all the clubs. The club can use the studio 23 hours a day, for whatever reason they want, but in the last hour, they will have interviews scheduled to sell to Aftonbladet, TV4 etc.

So that way making revenues basically?

Yes, but in that case the revenues would not go to us, it would go to the Swedish FA. By this date, I believe we are the only club that has not accepted the offer yet. We want to get into it a bit more so we make sure that it doesn't limit our other strategic ideas.

16) Where is IFK in terms of investment in digital media compared to other Swedish clubs?

I believe the investment in Crowns and Ores is low actually, because we have used a lot of fans with knowledge, we have used KanalLokal, so we haven't invested that much money, its more time that we have invested.

So you have used fans?

Yes, we have used fans in our own WEB TV show, we had a guy working for a production company here in Gothenburg, who does the cutting. He has also explained everything for us with the camaras, what to buy and how to think TV.

So because he is a IFK fan he was glad to help you?

Yes, very glad.

17) What are the most important revenue sources for IFK (broadcasting, matchday, merchandizing) and how do see digital media in this relation?

Today our three biggest incomes are of course sponsorship rights, broadcasting rights and ticketing. They are the three biggest, but I believe that digital media will become the fourth leg. Often we put broadcasting rights together with sponsorship rights, that's why I said three legs before but they are actually separate. So I believe digital media will have a future with its own budget.

18) Do you know the Danish clubs websites, what do you think about them?

Appendix 7.

Focus Group Interview

This Focus Group Interview should explore more qualitatively the answers and comments from the Self-administered questionnaire.

Please see below a transcript of the interview:

1) A brief introduction – Your name, age, where you live and how often you go to see games in Parken. Please state if you have a Season-ticket?

Peter: My name is Peter Pedersen, I am 27 years old, I live in Nørrebro. I do not have a Season Ticket, however I go to the majority of the games.

Claus: My name is Claus Reiersen. I am 30 years old and I also live in Nørrebro. I go to Parken as much as possible – meaning every time, if I am not sick – and I have a Season Ticket.

Ditte: My name is Ditte Holst, I also live in Nørrebro. I am 22 years old and I go to Parken quite often, however, I do not have a Season Ticket.

Henrik: My name is Henrik Reiersen, I am 27 years old, I live in Nørrebro and I have a Season Ticket. I go to all the home games – if possible.

Leif: My name is Leif Hansen and I am 40 years old. I live in Nørrebro and I have a Season Ticket and I go to Parken as much as possible.

Mass: My name is Mass Albert Staack. I 27 years old, I do not have a Season Ticket and I go to approximately every second home game.

2) 79,6%, or 8 out of 10 FCK fans, 'most often' get their football news via the Internet – from your personal experience - Why do you think that is?

Peter: My impression of football fans is that they are most often young people, and most likely also those people that have participated in the questionnaire. I think it is a general tendency in society, that young people most often get their information from the Internet. Not only sports news, but also a lot of other news. The Internet is used for so many things, also work, so it makes sense to just check the news, while you are checking your email, your bank or whatever.

Mass: In relation to the survey – 8 out of 10 – yes, but it is of people that have already been on the Internet to answer the survey. So it is logical that it will score quite high. Nevertheless, it seems that the web is the place where news are updated the fastest and most frequently and it is easily accessible.

Henrik: I feel the same way. If I am at work and have a couple of minutes, I just go to the web and check the website to see if there are any news. I also

look at other sites at the same time, like bold.dk. The news are always there first – if there are any new signings etc.

Claus: There is also that to it that you do not have to sit and wait for the 22.00 o'clock news. You enter when you have time.

Leif: It is also updated much quicker than Text TV. In Text TV, it can take several hours before the news are updated.

Ditte: In general, the website is also very targeted. You can go and find news about exactly what interests you. You get it directly and it is updated quickly.

Peter: Yeah, exactly. Sometimes you watch the sports news on TV and then they say "and now over to Sailing"...and then you think, "ok..that was it". Football is over and you can do something else.

(Everyone laughs)

Peter: But mainly, it is updated so quickly. You go to the web when you here rumours of a new signing because it is updated so quickly and for the draw for the Uefa Cup you can follow it online etc.

Leif: A lot of the time it can also be information concerning the re-scheduling of a match. They do not bring this in the sports news of course.

Peter: Yes – how would you know that if you couldn't find it on the Internet?

3) When the fans were asked what media they would choose for entertainment purpose, 52% chose the TV, while 43% chose the Internet – as somewhat different distribution. Does that mean that the Internet is better for information and the TV better for entertainment?

Henrik: I have the clear opinion that it is much much more fun to watch football on TV. It is also cool to have a presenter on TV that talks and brings news on what has happened in other matches. While on the Internet you have to read everything – and maybe there is not the "joy" of having a presenter that gives you the information.

Mass: You have to work for it yourself.

Henrik: Exactly. It is not served to you.

Peter: I also think that it is a cultural thing. In 10 years there is probably not TV anymore. Probably everything will come from the Internet. Already now, you can stream most things. But at the moment, just like that the Internet is easily accessible for information, the TV is accessible for football; they show the important games, one button later and you are ready. It is not a problem with the Internet – when we have watched national games sometimes, we have plugged the cable into a projector and seen it on the wall. The only difference between the Internet and the TV is a plug as well, so I think it is a

lot about habbits. We have been used to it being TV – as soon as you get an “entertainment center” then you have TV, Computer, everything in one.

Mass: There is also the social aspect – that you can sit in a sofa together. You do not have that possibility with a PC – Yet.

Peter: Well, actual you do, but it just has to be used. If you plug it to a projector, it doesn't make a difference if it comes from a PC or the TV.

Mass: That might be true – but I wouldn't know where to start. And I don't know, is it now possible to see all TV channels via the web or what?

Peter: If you look at TV2; they have Sputnik and there you can buy daily access for 30-40 kr.

Henrik: But again, you have to buy it – the TV you already have.

Peter: Yes – that's also why I said that it WILL come. You also have to pay “Licens” now for a computer. So, when you have learned how to use it, then its there.

Leif: But it actually is not that easy to find a game on the web.

Peter: Yes, but in a lot of contexts, if you have tried everything to find information about something, then you can always Google it and you will probably find what you are looking for.

Mass: When we talk about entertainment, we are talking about what has actually been broadcasted on TV. You want to hear all the comments and other peoples opinions. You wanna hear the old football stars give their take on it.

Henrik: There is more background information before kick-off. There is the expert panel, there is the wam-up, it's a pleasure to watch. Its also the social experience of being 20 guys together watching the game.

Ditte: I also think it has a lot to do with the connection. When I have seen a football game on the Internet it has always been delayed, or stored or something. So there is always a 'lack' of some seconds, with TV it just works.

Mass: To get back to the question – ‘entertainment purposes’ – what does that mean; If you for example want to see someone get ‘hurt’ in football, then the web is perfect (smiling). So it depends on what you want to see or what you are looking for. The web can be very good for entertainment, very specifically about something you are looking for – but you have to do be the active part always.

Leif: I would always prefer to watch a live game in TV.

What about more generally speaking, for entertainment purposes – turn on the TV or sit in front of the computer?

Peter: I think that the TV has been such a big part of the way we have grown up that this is what is decisive. Because for example, when you watch a DVD movie – that is not difficult at all to watch on the computer. You might as well see it on the computer, but I have the feeling that when I am in front of the computer, then I either play games, work or seek information. It is not somewhere I sit down and lean back with a soda and watch a movie. Then I sit in the sofa. There is no difference, whether the cord goes to the TV or the PC, however, it is a routine and changes the experience.

Henrik: It just takes a bit longer to connect to the PC and get everything going, rather than pressing a button on the TV remote.

Mass: I think that if I could relax as much in front of my computer as in front of the TV, then I would be just as much in front of my computer, but with the way I am, it is not possible. I have to sit at my desk on an office chair instead of lying on the couch.

Peter: Yeah, you don't sit in the sofa when you are in front of the computer.

4) 68% of FCK fans check football news several times a day, however, only 21,9% go to fck.dk several times a day. This means that a lot of the time they check football news somewhere else. Firstly, do you also do that? And secondly, why do fans go to other websites most of the time – shouldn't fck.dk be the preferred news source, if you are a FCK fan?

Leif: Yes – I think there are several points in that question. For example, you know that if there are big headlines to be announced, then you know that it is most often early in the day. This means that later in the day, if you want rumours, then you need to go somewhere else. They do not put that on the FCK website. I think that is the main reason why the statistics look like that.

Claus: I think fck.dk lacks a news feed bar. A bar where other news are pouring in. Football related of course, but more general news. Because it is too...

Leif: It's too single minded.

Claus: Yes – it is as you say (Leif). There are two news per day and that's it.

Leif: I think that is ok.

Claus: Yes – but it would be nice with some news feeds.

Leif: If I go to fck.dk then it is to read FCK news and nothing else. Then I can read about the rest in another place.

Henrik: I always go to bold.dk or onside.dk to get information about is going on in the football world. Then, if I read something about FCK, then I go back to fck.dk to get a more in-depth update. Then it is more in detail, but I almost always check football news in other sites.

Claus: Fck.dk is my start-up page when I turn on the Internet. I think a lot of other people would have that too, if it was more elaborate. The problem is that it looks ok when you begin, but you quickly move away from it. You have read all the news in 2 seconds.

Mass: I don't use FCK's website very often, the reason being that actually a lot of the experience of being a fan, is a lot about what happens with the other teams and in the league - the context. I can see the point that, if there was more info on what was going on with the other teams – that you will play next week etc – that would be nice. I like to have information that covers wider and goes behind or more in depth.

Leif: I wouldn't feel good about going into fck.dk and seeing news about Brøndby buying a new player. I cannot see the value in that.

Ditte: When I go to fck.dk it is very superficial what I read – I read a bit of news. Then when Henrik comes home (the boyfriend) he starts talking about who AaB has bought (Other Danish football team) and then I feel a bit damp because I do not go to bold.dk or whatever; I'm not THAT much into football, but it would be nice to be more informed.

Mass: I think that when you enter the website, as a first impression it is actually quite hard to navigate around to find what you are looking for. Sometimes, when you see what the biggest news story is, it should really be 'in your face', but I don't know, I think that it's not really – or maybe I'm just becoming picky.

Henrik: I would like there to be more things for the fans. I know that there are a lot of links for the fan club and what not, but they should concentrate on the fans – we are the ones who are in Parken every time. It's also us who enter the website to read news and so on. If there were more pictures of us for example, then I could easily imagine spending hours there. To see pictures, old results, old things – retro. That would be really cool.

Ditte: Exactly – especially video. As a girl, that has an interest in football, but that might not be AS interested as the guys, I would really like if there was video of some good matches or good moments, videos of fans, and of all the things that is also a part of the whole experience. The other side of football. Then I would use the website, instead of just checking at what time the kick-off is.

Mass: All the basic information for an average fan like me is there; when is the next game, who are we playing, who can be contacted, that is all easy to find. What does the jersey cost – all that is ok. But it's not done 'neatly'. It is not like you enter and some video pops up or if you want to watch the goals from the

previous game – I think that it lacks more ‘entertainment’ or a FCK game or something.

Claus: Actually they have just introduced ‘highlights’. That is a very good addition. You enter and press the highlights and then you can see all that. It is really cool – we just need more of that! Not only highlights, but also games, spectators and fun stuff.

Peter: I don’t know how it could be combined, but the website that I spend the most time on is Facebook. It just a big telephone book – in principle – but for some strange reason, I spend more than half an hour there, every time I enter. Because you can just peak at some pictures or you can see who is writing who etc. Maybe it could be possible to transfer that to fck.dk. It is all about what kind of profile you want to have. I really think it would be a good idea if they (fck reg.) had other news on the website. If there were some other news like: whats happening with Mourinho, what is United doing etc. Because you only use the website (fck.dk) before games, where you know that there might be an update, or if they have bought a new player – then there might be a new interview with the player that has not been released to the press. The period in which I used the website the most was when I was playing ‘Indersiden’. A game where you had to guess ‘who scored first’ and ‘how many throw-ins’ there would be etc. Although it was a bit corny sometimes, it was actually quite fun. At that time I thought about entering the website so that I could set-up for the next round – I did miserably – but it was quite fun. So, I would like a bit more of overall offers. All the things that you see on YouTube, you could gather there (fck.dk); Then, you might stay on the website more than the 5 min. it takes you to scroll down and find out that the first 10 news are about Handball. Handball is of course also FCK, but there is a lot of people that doesn’t want to read about handball. If you have entered the website three times in a row and you see that the news are about handball then you just go ‘ok – then I will just go to bold.dk’. Actually – with all due respect to the people that create the articles on fck.dk – it is sports journalists that create the content on bold.dk, and it might be too on fck.dk, I don’t know, but sometimes the news are just a bit ‘written in a hurry’.

Leif: It is Daniel Rommedahl that is the Webmaster.

Ditte: I think that there are a lot of things on the website that doesn’t have anything to do with football. For example, Parken has this thing called ‘White Sensation’. A disco thing in Parken. It ok that they advertise it, but still, why does it has to be on fck.dk? It could be on Parken.dk – it doesn’t have anything to do with FCK.

Henrik: I think they do that in order to reach as many people as possible and the consumer that are ‘closest’ to Parken is the FCK fans. So I understand that they put it on the fck.dk website.

Peter: Yes – but then it’s a bit strange that there are not other football news as well. Why is information about concerts and other things priorities over football news?

Henrik: That is because Parken Sport & Entertainment is as big as it is. It is not only football – as we think it is. We would like it to be, but it is not.

Peter: Fck.dk I would like to be ONLY about football. Specifically, on this issue I have no problem, because I also want to go to the concert.

Mass: Maybe it would be an idea to make links, so that if you want to know something about handball or a concert you can go further 'into' the website.

Peter: It is of course because it is their (fck's) media and their opportunities, so why not use it for advertising – I can definitely understand that – but it still makes me wonder, that before adding more football news, they choose to put concert news.

Leif: It is also because FCK does not understand how to separate the things, they mix it all together, including concerts. They have a website for handball and they have a website for football, but nevertheless, the handball news have to be in the football website.

Peter: They have a handball website? Then I do not understand at all why the news have to be in the football website.

Leif: It is the same with Parken. They have Parken.dk. That is where all the other news should be, not on fck.dk.

Claus: The conclusion is – divide the things and add more in-depth football news to fck.dk

Mass: One last comment concerning the website (fck.dk) – why is it that when you scroll down on all the pages, there is nothing? It's like the page just dissolves. I think that is really strange.

5) FCK.dk however, score relatively well among fans – on a scale from 0 to 6 it scores around 4.3. The highest score is for Design of the website and the lowest is for Content. In between are Navigation and User Friendliness. Why do you think that the fans have scored this way – and do you agree?

Mass: Yes.

Peter: Yes, I agree. That actually relates well to what we have just been discussing. OK – we have not discussed the design, which I actually think is quite nice – I like it; but concerning Content, basically I think that a lot of people think that there is a lack of possibilities. I mean, you know that if we sign a new player then you can enter and see the compulsory interview that he MUST give to the club, you cannot get that at bold.dk, and he will probably also spend more time on such an interview than to external parties. So you can go to see the (on the website), but that's about it – and then you leave the site again.

Henrik: A new player, of course, has to feel welcome and talk to the fans and fck.dk is a good way for him to talk to us and show us that he is really happy to be in the club.

Peter: I think basically the design of the website is fine, but that a lot of things are either not good enough content wise or that could be expanded to include more things.

Leif: There is something that I really miss, compared to other clubs in Europe; When you click on the Stadium, the Training Ground or the Shop then there is a tiny picture, while other clubs have cameras where you can take a look around and see everything. Things like that is not good enough at all. It can be done much much better.

Peter: yeah, exactly. A little bit more of everything. I hadn't thought about that, but that you cant go to Parken and get a virtual tour – that's strange.

Leif: Yes – or the shop, or our new Training Ground. There are some pictures, but how many people have actually seen our new Training Ground? Not many.

Mass: Yes, we can agree that there is a lack of substance on the website. What you look for is found very easily and then there is nothing else to get from it. There is nothing that catches your attention, like video clips or whatever. That could be interesting if the first thing that met you on the website when we have signed a new player was a window with the player being interviewed.

Peter: They must have so much material, also from the old days. That must be piled up in boxes somewhere. Why is it not on the website? Imagine if I could go – if I wanted to know everything about FCK – go to the website, because it would be the most natural place to look and find it all. I bet you that now, you could not get all the information that you were looking for. All the way back from 1992 and maybe also some more background info on KB and B1903. It would be so cool to be able to go there for a couple of hours and just delve into the history of the club.

Leif: Yes – or video clips of times when we have won trophies or important victories or Champions League, maybe Tifo's and stuff like that.

Peter: Or video of B1903 against Bayern – that would be awesome.

Claus: But all that stuff, with videos and tifos and the fans etc. – apparently – the idea is that it is the Fan Club website that has to provide that.

Ditte: But they never update it.

Leif: FCKFC (the Fan club) has a lot of the rights to the material.

Claus: Yes – but the fan club website is so horribly bad that you don't even want to enter. It is never updated and I really think that fck.dk should add these services instead.

Henrik: They are thinking about the players and the club, not about us – the fans – that goes to the games and buys the merchandising. The problem is that is directed towards us, but not enough. It is too broad. We want to be able to see ourselves. We don't only come for the players – not at all – it is the 'rush', it is the togetherness, friendships etc. That is why it is a big part of my life.

Leif: There is also the fact that FCK is a young club. Therefore, it might be an idea to emphasize more the things we have won.

6) A relatively large amount of FCK fans are actively using the entertainment opportunities on the web – such as streaming video or audio clips, blogging, discussions, making profiles or other community activities – do FCK provides these services to your satisfaction?

Peter: No, I don't think so. But that is also linked to what I said earlier; that I don't think Facebook is necessarily a great website, but for some reason it keeps your attention. If fck.dk had more interaction opportunities I think I would stay longer. I don't understand why they don't just try it. Put something in there and then see if it is used by someone. That's what we do at my work, we try to put something on different portals, and then see what happens. After six months if no one is using it, then take it off the site.

Mass: The website does not invite you to become an active part of it. For example with blogs or things like that. If you want people to use a website, then you need to keep them there, and you do that by making them an active part of something and I don't feel that it invites you to do that.

Claus: I think 'highlights' is the first step on the way; we just need much more of that – and by the way – it should be possible to download them, and it is not. We need more video and presented in a much nicer way. There is still a long way to go.

Peter: You could make it much more interactive. There is a relatively large amount of FCK groups on the web, through Facebook, where people get together, discuss, talk, put pictures etc. If that could be linked to the website (fck.dk) they could become an active part by also offering the administrator the material. Then you wouldn't have to search for it on Google or YouTube. Then it would not be like that you have to write a mail to the administrator and you have to wait six months to get an answer. If the fans could be included this way, then I think we would feel a much greater part of the website. That way it would be a site or a forum where we would have influence. Just like a group on Facebook. It would be so cool to be able to go to the website and see pictures or other fans experience. Our trip to Hamburg was unbelievable – I would gladly upload pictures of how we partied down there – and that

would, I think, be really relevant and interesting for other people to see. Then they see how it is and then they join in on the next trip and so on and so forth.

Ditte: I think a forum would be such a good idea. Just to be able to discuss and just for the community feeling. Make it so that you don't feel you are watching from the 'sideline' on the website – because you feel that currently – but make it so that you become a part of it, actively.

Mass: When I am at home, I often has TV2 News going on in the background, just to get news. Then you sometimes take a peak at it and in the bottom of the screen there is a blue news feed with all kinds of information. That would be nice to have at the fck.dk website. Another issue is sound – there is no sound on the website. It add's up and there is just not really anything that keeps your attention on the website.

Peter: Imagine if all fans uploaded pictures? Home games, away games etc. to be able to go in and see that? That would be awesome.

Mass: Yes, but someone would have to screen it before, because you cant just put all kind of stuff there. Its an official website.

Peter: I know, but then start by making the additions, but without letting people upload and then see what happens. And if someone has to screen it, then there will only be as much as he or she can manage to look through – fine with me – at least something will be put there.

7) Why do you think they have chosen to provide exactly this level of service?

Peter: I think it reflects where they are today – on this media.

Leif: I think they are very conservative.

Peter: I could imagine that as well.

Leif: I don't think that they will experiment too much.

Mass: Maybe its also a matter of know-how?

Peter: Yeah, I think so and of course there are things that have been more important in the history of FCK, whereas now, I think it should be a priority.

Mass: There is a weird duality in that sometimes they Brand themselves as a big club, while other times the make a lot out of underlining that it is a relatively small club, that we cant expect too much, that we cant just buy whoever we want etc. Although everyone knows it is a very good business, there is this underdog element. I don't think it is deliberate, but I think that sometimes they just haven't thought about that "this is also a part of being a big club". Because we are a big club – and a big club needs a website that

rocks. Exactly like that we need to have a beautiful stadium and class players, we also need to promote ourselves online.

Henrik: I think that if they did a better job with the website it would attract more fans to the club. The more people that get 'hooked' on pictures, party, atmosphere etc. while getting a lot of knowledge and information on FCK, the more they would get out of it.

Leif: I don't agree on that. You do not enter FCKs website unless you already have an interest. You would start out by going to Parken to see what FCK is.

Peter: I have been on all Superliga team websites – not because I have an interest in the club. Let take the example of a sports fan, in general. If he/she enters a website where everything is top notch, where you can buy packages, you can buy tickets, season tickets etc. combined with it being a cool site, then I think it could influence that. I don't think you will get a lot of new fans, but I think you can make money off it.

Claus: But is it a question of getting new fans? I think it is about having your fans to stay on the site. The point is that they need to serve us better.

Mass: People that starts supporting a football club seldomly change teams. All people now grow up with computers and I think it can help change the ones that are really casual fans, that never goes to the stadium, but just supports a team. If they start to get more contact with FCK through the website, then I think they could be moved in a direction saying "I also wanna go to Parken" or "I also need an FCK shirt". The more you are exposed to a Brand, the more I think you want to be an active part of it".

Henrik: A lot of young people today are always on the web, but are not necessarily FCK or Brøndby fans or whatever fans. An 8 year old could easily go to our website (fck.dk) and think "wow, that looks fun – I wanna join in on that" and goes to ask his father to take him to the stadium or buy him a shirt. I think that is a way to grow. I was brought to see football as a 12 year old by my father and since then I have been a football fan and I think that is the way that you become a fan and stick around.

Peter: I think – like you Mass – that to have a good website now, and a website that has a lot to offer, is also a part of being a big club now. It's a part of Parken, a part of the Brand. To take the example of the questionnaire; If 8 out of 10 FCK fans get their information from the internet, then I do really not understand why you do not make a really good website that could work much better than it does now. I would personally be disappointed if FCK didn't have the coolest website in Scandinavia. If they have the best team, the best stadium, the best fans, then why shouldn't they also have the best website?

Mass: We do want to be the proud, the arrogant – then I think there is also prestige in being at the forefront and show the other clubs "you have to imitate us".

Peter: Sometimes, if you go abroad, and you want to book football tickets, then you enter other websites – like Chelsea. I was going to London and entered Chelseas website to look for tickets. That is a really cool website. I didn't use it very much because I just needed tickets, but anyway, I think I was there longer than on FCKs website.

Leif: They also have more fans.

Peter: Yes – that's true, but anyway...

Leif: I would rather compare with some of the Dutch teams, and I think we can learn a lot from them. Ajax and PSV for example. There you can see 360 degree pictures, have virtual tours of the shops, the locker rooms etc.

Claus: Even in the Superliga, there are websites that are more interesting. I think it is OB or Nordsjælland that have a news feed column in the right side that just updates all the time. FCK could have the same, no problem.

Peter: Also so there is life on the page, some movement.

Claus: Exactly. It's way too sterile.

Ditte: And there is too much text. Coming back to the 8 year olds – they move on quickly for sure, because there is too much text. They don't want to read and read. They want to see visually what FCK is.

Peter: Sometimes the main news on the website has been how the old boys team did in their Cup game. I mean, its good that it is there, because it is part of the history, but maybe it shouldn't be the main story and the first thing you see. I think that is because they haven't been able to find other things to add. Then they put that on the main page.

Mass: I think that there are also an issue with some of the colours. The whites and greys and sometimes when you place the cursor on some headlines. It is a bit confusing. For example, the box where you can see 'Next match' is gre and kind of distant in the page. It should be more 'right-in-your-face'.

Peter: Yeah, and instead of having comments from todays training, with a couple of pictures and text decriptions, then why don't they film it on video? Then divide it in a couple of section so it is easy to choose what to watch. I am not one of the guys that are at the live training when we have a new player, but its simply because I don't have time. It would be great to be able to see it online.

Mass: As a fan you also want to feel that you get the info that other people doesn't get and a get bit more intimate. If it was possible to get a bit closer to the players than now, that would be fun.

Peter: Yes – or an interview after training. If you could see an interview after training, 5 days a week, even if there was nothing groundbreaking news, but

anyway you would get that intimacy feeling. It would be nice to be able to see the interviews with your idols on the website. A football fan from Næstved would not see that because he goes to bold.dk, because he is not an FCK fan, and then you would feel that you get that more information and that it is really your club. Also, knowing how the Training Ground looks like inside, where they sleep etc.

Leif: In the shower (Everyone laughs)

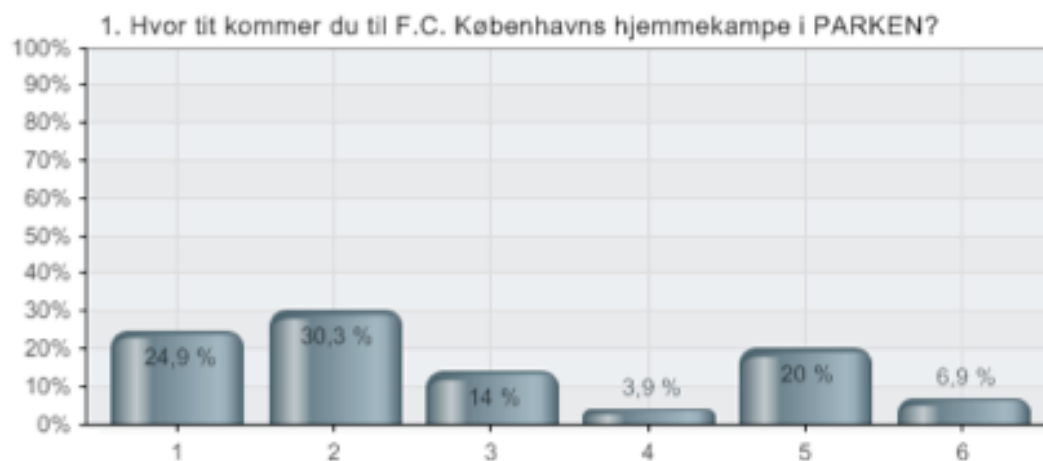
Ditte: Yes – that would be nice!

Appendix 8. Self-Administered Questionnaire

FCK-Fan

Publiceret fra 08.04.2008 til 20.04.2008
2280 svar (1 unikke)

1. Hvor tit kommer du til F.C. Københavns hjemmekampe i PARKEN?



Alternativer	Procent	Svar
1 Jeg er selvfølgelig på legepladsen til hver eneste kamp	24,9 %	568
2 Jeg ser så mange kampe som muligt, men nogle gange er der andre vigtigere ting på programmet	30,3 %	691
3 Jeg kommer sommeider	14,0 %	318
4 Jeg har været der nogle gange, men jeg foretrækker at se kampen på TV	3,9 %	88
5 Jeg kommer sommeider, men ville egentligt gerne komme lidt oftere	20,0 %	456
6 Jeg er meget sjældent eller aldrig i PARKEN	6,9 %	156
Total		2277

2. Hvorfor kommer du ikke så tit, som du egentligt gerne ville?



Alternativer	Procent	Svar
1 Kan ikke få lov af familien	11,0 %	50
2 Jeg synes, at det er for dyrt	22,8 %	104
3 Jeg gider ikke gå til kamp alene	20,8 %	95
4 Andre årsager, skriv gerne hvad	61,8 %	282
Total		456

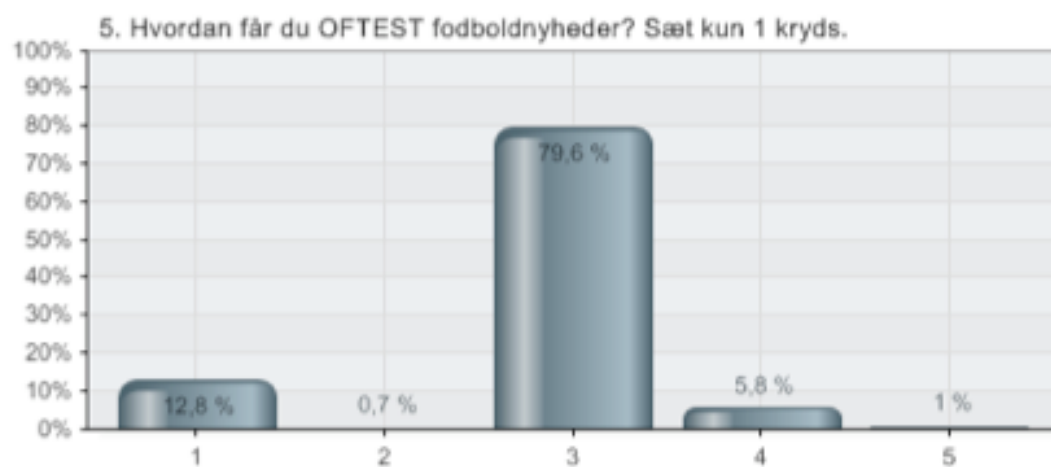
3. Hvad er fodbold for dig? Sæt gerne flere krydser.



4. Hvor tit læser du nyheder om fodbold?



5. Hvordan får du OFTEST fodboldnyheder? Sæt kun 1 kryds.



Alternativer	Procent	Svar
1 Jeg ser dem på TV	12,8 %	292
2 Jeg hører dem i radioen	0,7 %	17
3 Jeg surfer mig til dem på Internettet	79,6 %	1811
4 Jeg læser dem i aviser og blade	5,8 %	133
5 Jeg får nyheder på andre måder	1,0 %	22
Total		2275

6. Hvis du kun måtte vælge et medie til underholdning i fritiden, hvilket af de følgende skulle det så være?



Alternativer	Procent	Svar
1 TV	52,0 %	1181
2 Radio	1,2 %	28
3 Internet	43,0 %	977
4 Aviser og blade	1,6 %	36
5 Andet, skriv hvad	2,2 %	51
Total		2273

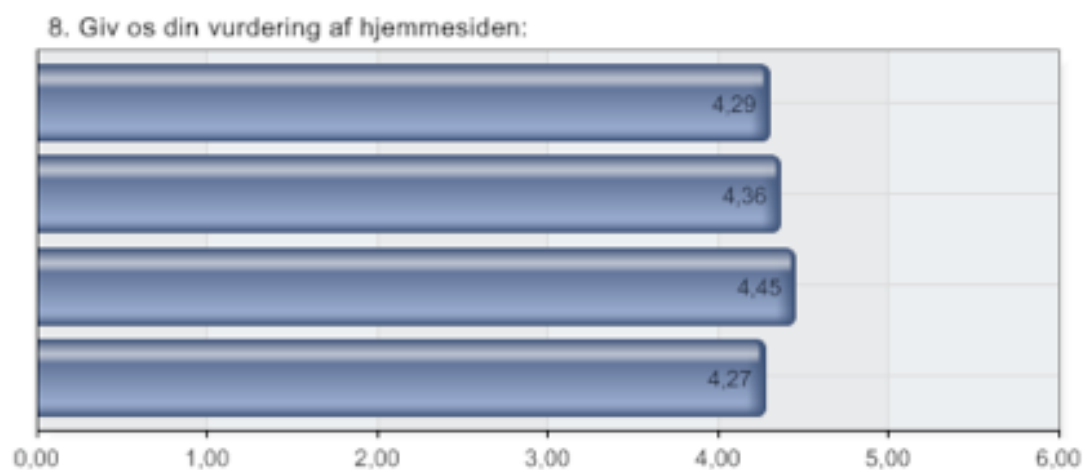
7. Hvor tit besøger du FCK.dk?



Alternativer	Procent	Svar
1 Flere gange om dagen	21,9 %	498
2 Dagligt	39,8 %	906
3 Flere gange om ugen	23,4 %	532
4 Ugentligt	11,1 %	253
5 Sjældnere	3,9 %	88
Total		2276

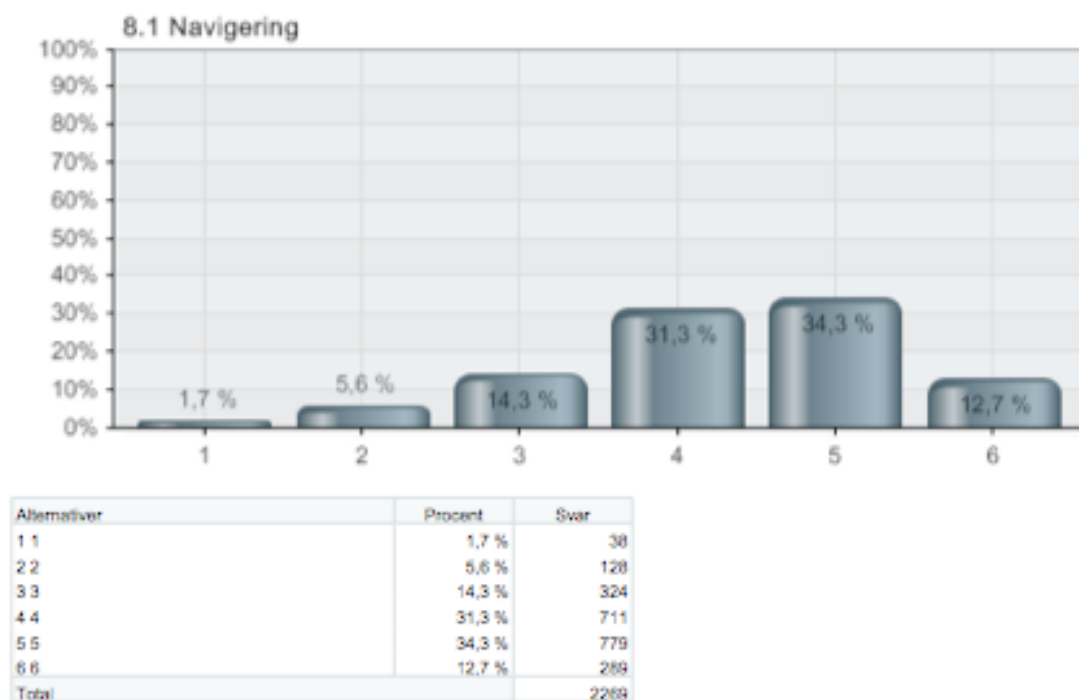
8. Giv os din vurdering af hjemmesiden:

Giv vurderingen ud fra en skala fra 1 til 6. Jo flere points, jo bedre!

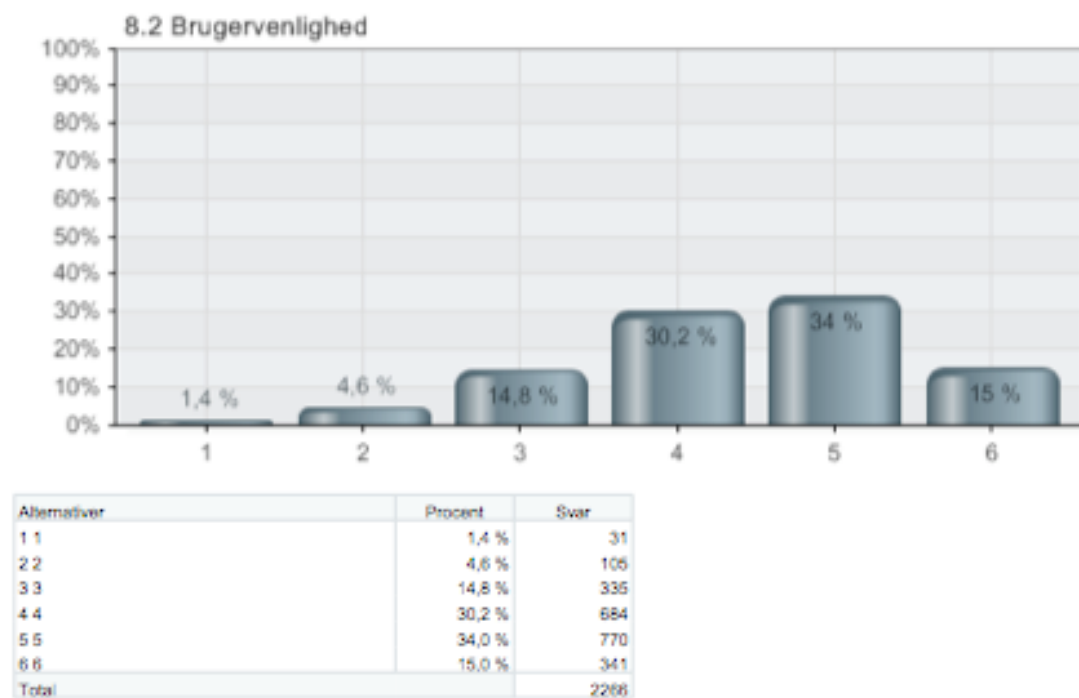


Alternativer	N
1 Navigering	2269
2 Brugervenlighed	2266
3 Design	2264
4 Indhold	2266

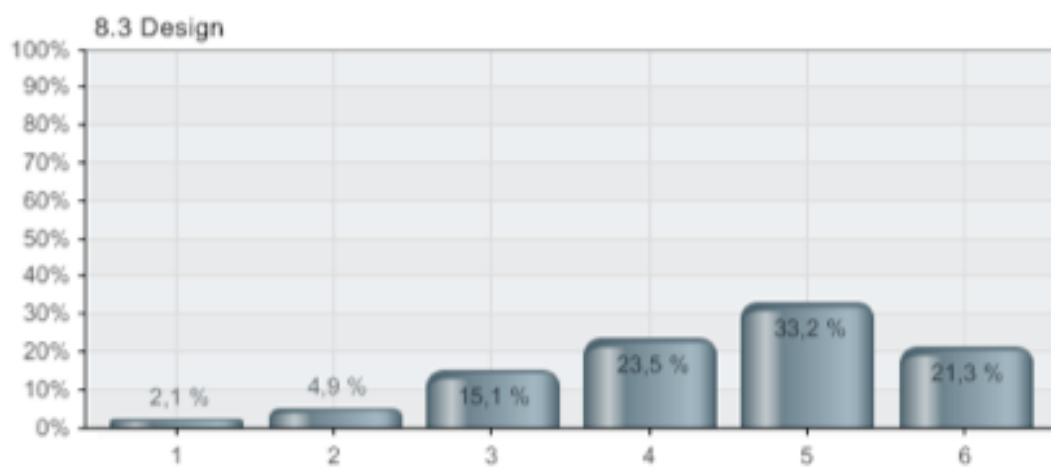
8.1 Giv os din vurdering af hjemmesiden: - Navigering



8.2 Giv os din vurdering af hjemmesiden: - Brugervenlighed

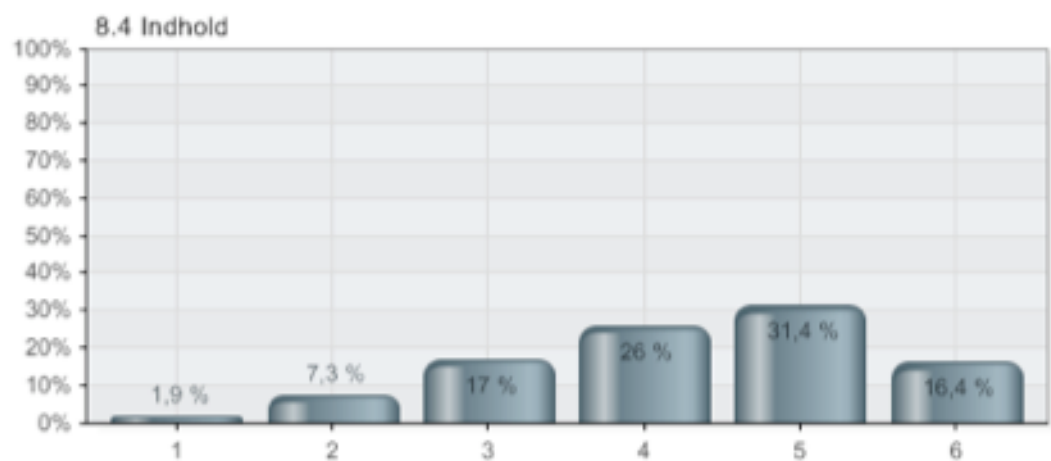


8.3 Giv os din vurdering af hjemmesiden: - Design



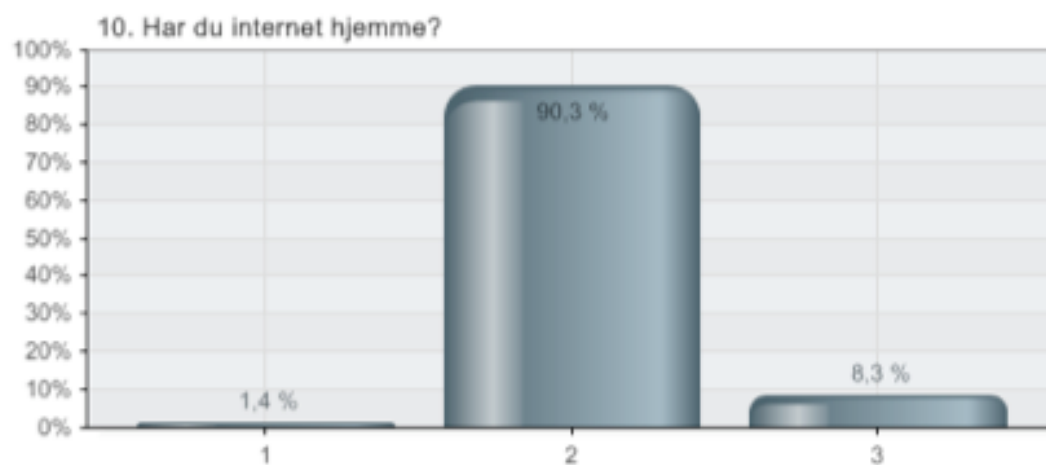
Alternativer	Procent	Svar
1 1	2,1 %	48
2 2	4,9 %	110
3 3	15,1 %	342
4 4	23,5 %	531
5 5	33,2 %	751
6 6	21,3 %	482
Total		2264

8.4 Giv os din vurdering af hjemmesiden: - Indhold

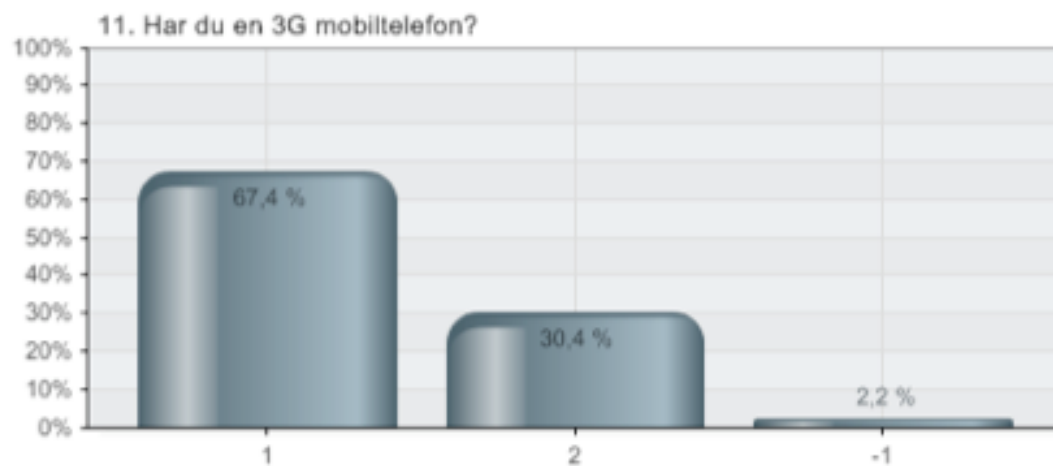


Alternativer	Procent	Svar
1 1	1,9 %	43
2 2	7,3 %	165
3 3	17,0 %	386
4 4	26,0 %	590
5 5	31,4 %	711
6 6	16,4 %	371
Total		2266

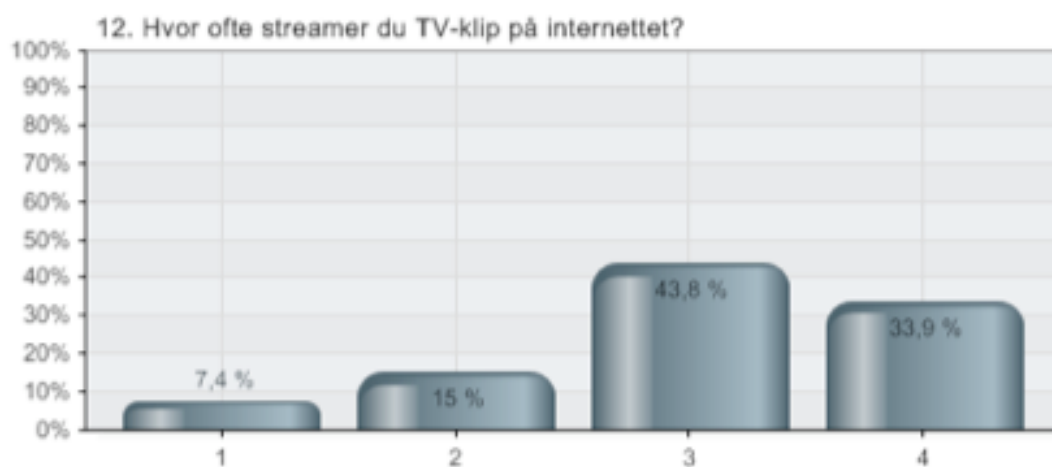
10. Har du internet hjemme?



11. Har du en 3G mobiltelefon?

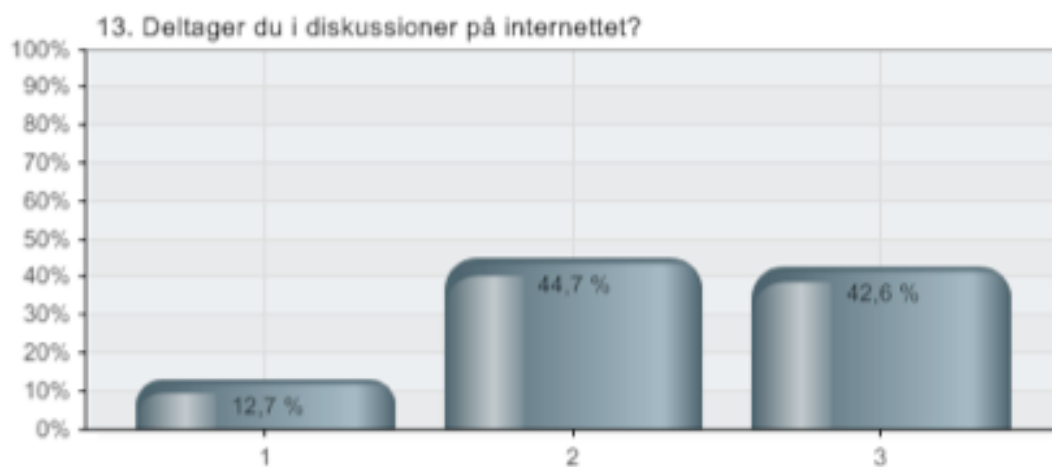


12. Hvor ofte streamer du TV-klip på internettet?



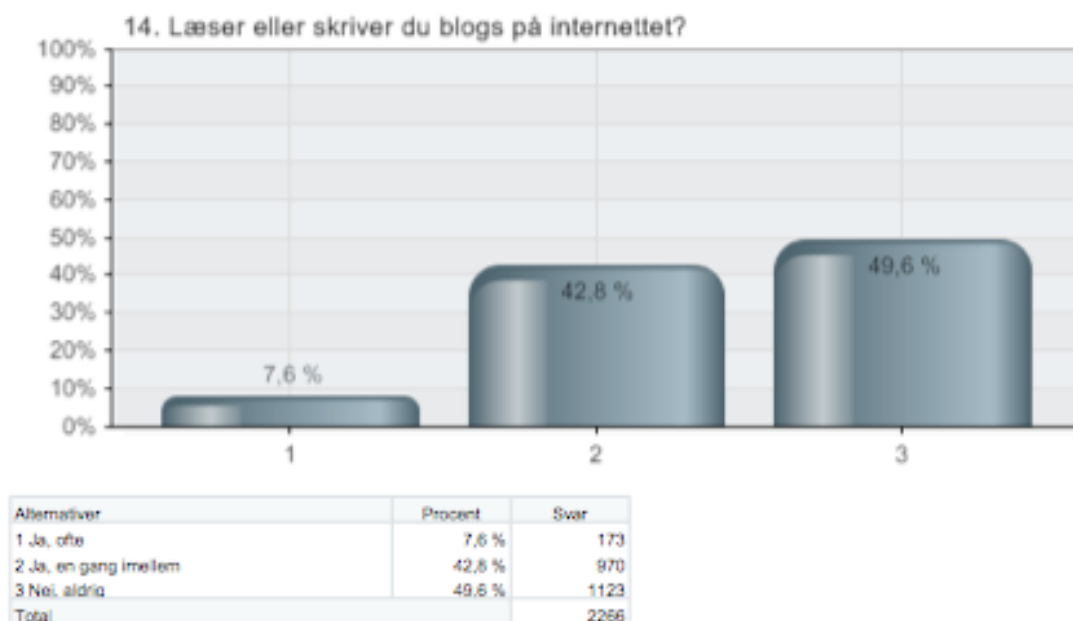
Alternativer	Procent	Svar
1 Jeg streamer flere gange om dagen	7,4 %	167
2 Jeg streamer dagligt	15,0 %	340
3 Jeg streamer nogle gange om ugen	43,8 %	993
4 Jeg syntes ikke, at det er specielt interessant at streame TV klip	33,9 %	768
Total		2268

13. Deltager du i diskussioner på internettet?

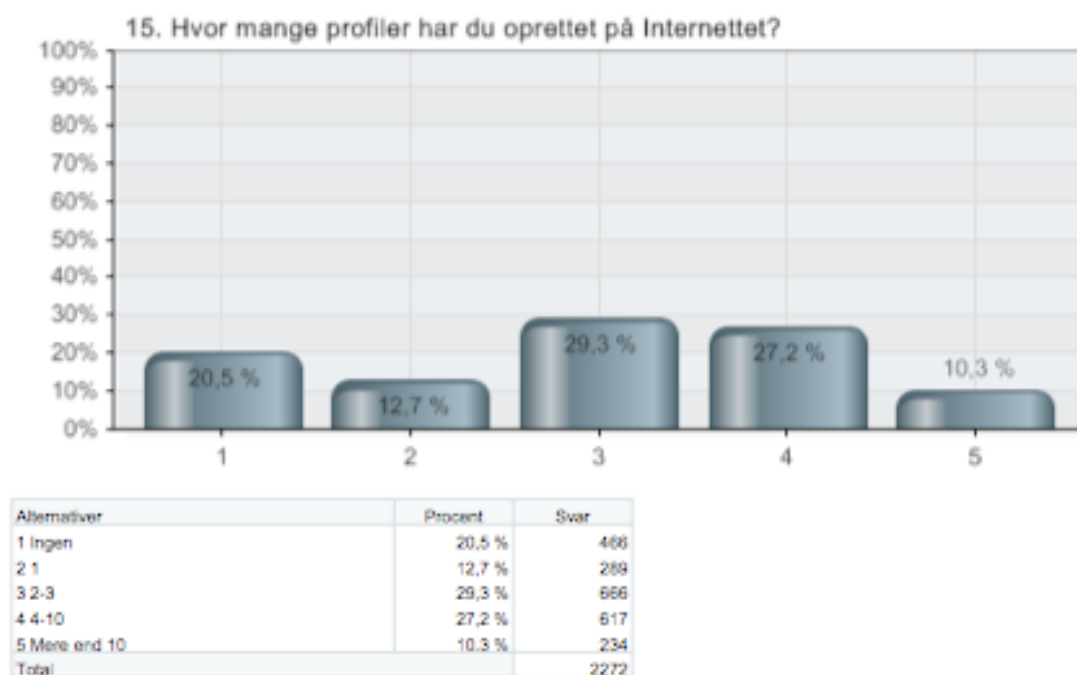


Alternativer	Procent	Svar
1 Ja, ofte	12,7 %	287
2 Ja, en gang imellem	44,7 %	1011
3 Nej, aldrig	42,6 %	963
Total		2261

14. Læser eller skriver du blogs på internettet?



15. Hvor mange profiler har du oprettet på Internettet?



16. Hvor ofte køber du varer på internettet?



Alternativer	Procent	Svar
1 Flere gange om ugen	1,5 %	33
2 Ugentligt	7,2 %	163
3 2-3 gange om måneden	39,5 %	897
4 Sjældnere	47,2 %	1071
5 Aldrig	4,7 %	106
Total		2270

17. Hvornår købte du sidst en FCK-trøje?



Alternativer	Procent	Svar
1 Har aldrig købt en trøje	11,2 %	255
2 Har jeg købt i denne fodboldsæson (vinter 07/forår 08)	27,8 %	633
3 Købte jeg i sidste fodboldsæson (vinter 06/forår 08)	36,7 %	836
4 Det er virkelig lang tid siden	24,2 %	551
Total		2275

18. Købte du trøjen til dig selv eller andre? Du kan sætte flere krydser.



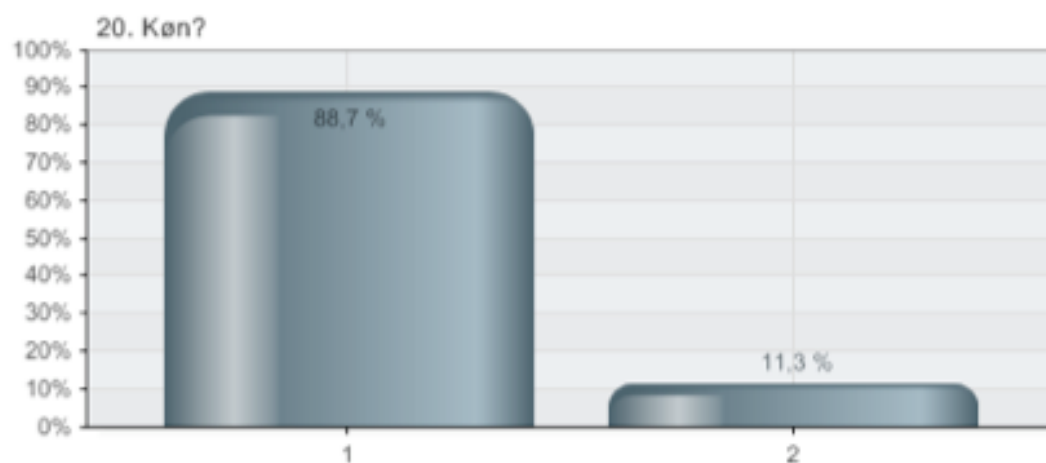
Alternativer	Procent	Svar
1 Til mig selv	87,0 %	1754
2 Til mit barn/mine børn	22,1 %	446
3 Til andre	15,2 %	307
Total		2015

19. Hvor gammel er du?



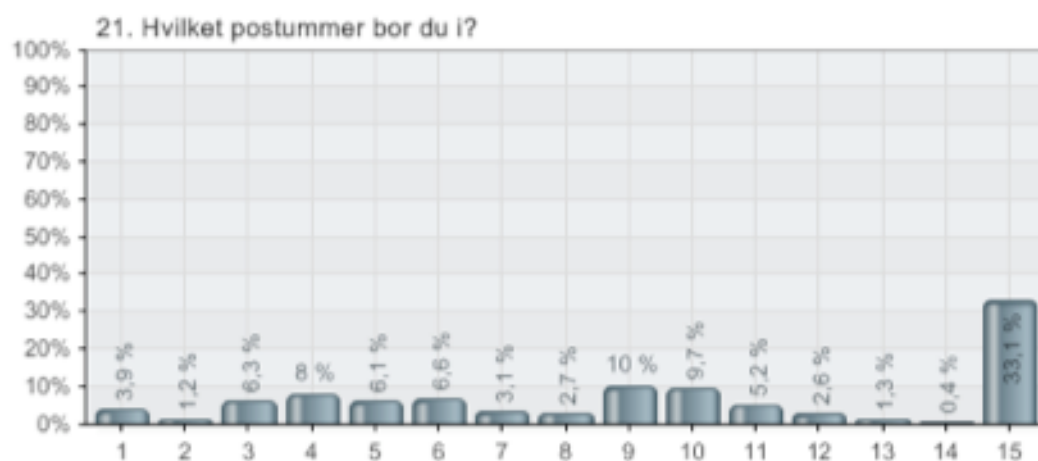
Alternativer	Procent	Svar
1 Under 18 år	10,8 %	246
2 18-25 år	23,0 %	524
3 26-35 år	30,4 %	692
4 36-45 år	22,8 %	520
5 Over 45 år	13,0 %	295
Total		2277

20. Køn?



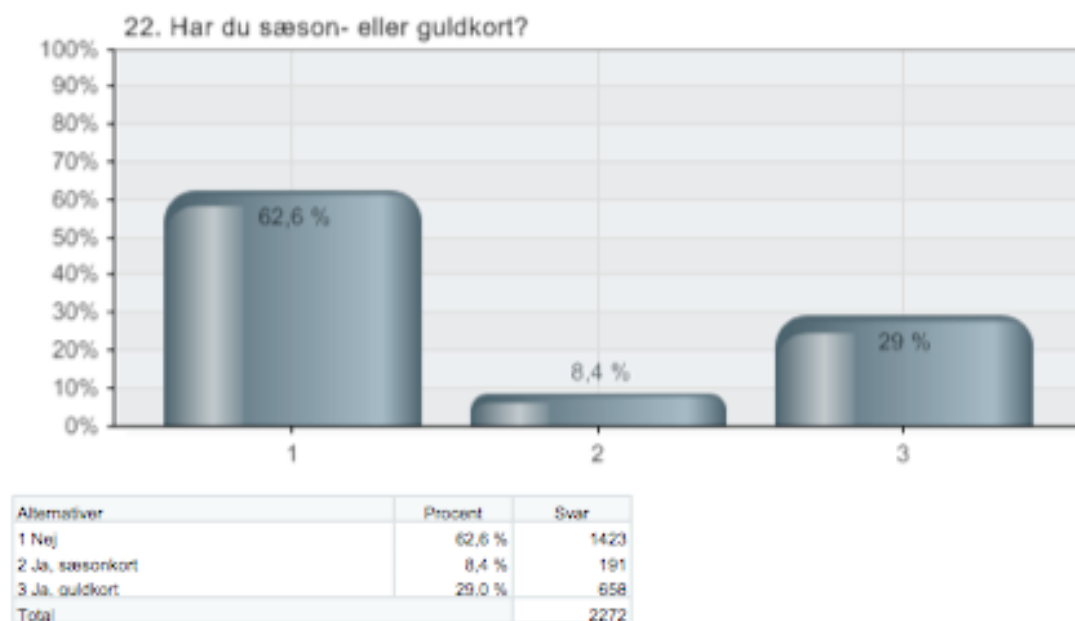
Alternativer	Procent	Svar
1 Mand	88,7 %	2009
2 Kvinde	11,3 %	256
Total		2265

21. Hvilket postummer bor du i?



Alternativer	Procent	Svar
1 1000-1699	3,9 %	88
2 1700-1799	1,2 %	28
3 1800-2000	6,3 %	143
4 2100	8,0 %	181
5 2200	6,1 %	138
6 2300	6,6 %	150
7 2400	3,1 %	70
8 2500	2,7 %	61
9 2600-2699	10,0 %	227
10 2700-2799	9,7 %	220
11 2800-2899	5,2 %	117
12 2900	2,6 %	59
13 3000	1,3 %	29
14 3050	0,4 %	8
15 Andet	33,1 %	751
Total		2270

22. Har du sæson- eller guldkort?



Appendix 9. Chelsea FC's "Blue Tube"



BLUETUBE LAUNCHED ON CHELSEA PLUS

Chelsea Plus, a pioneering online video service carrying groundbreaking interactive features for fans, launches today.

This latest internet offering gives Chelsea fans all over the world the chance to view and enjoy some of the best club videos whenever they want.

From daily news to match highlights, player interviews and much more, supporters can watch and even download clips through this service.

Chelsea Plus also includes an innovative *Bluetube* section where fans will be able to upload videos to the site. This represents the first time a European club has offered supporters the opportunity to interact with a club's online

video product in this way.

Appendix 10. FCK – “FanZone” Images

Indersiden:

The screenshot shows the 'Indersiden' (Inside) section of the FCK website. At the top, there is a navigation bar with links to 'Sæsonen', 'Førsteholdet', 'F.C. København', 'FanZone', 'FCK Medier', 'Andre hold', and 'English'. Below this, a banner for the upcoming match 'VEJLE vs FCK' is displayed, along with the date '01.11.2008' and the time '17:30'. The banner also features a 'COUNT DOWN 2 KICKOFF' and a 'SAS LIGAEN' logo. Below the banner, there are several tabs: 'KAMPINFO', 'INDERSIDEN', 'MODSTANDEREN', 'DOMMERNE', 'OPTAKT', and 'TRUPPEN'. The 'INDERSIDEN' tab is currently selected. On the left side, there is a login form titled 'INDERSIDEN LOGIN' with fields for 'Brugernavn' and 'Password', and buttons for 'Opret ny bruger' and 'Glemt password'. In the center, there is a section titled 'HVAD ER INDERSIDEN?' with a welcome message and a description of the service. Below this, there are three columns: 'SÆSONVINDEREN', 'SEPTEMBERVINDEREN', and 'RUNDEVINDEREN', each featuring a player's photo and a Carlsberg logo. On the right side, there is a table titled 'Stillingen i SAS Ligaen' showing the current standings. Below the table, there is a promotional banner for 'SPAR KR. 20:-' and a button for 'FCK HÅNDBOLD'. At the bottom, there is a 'BUSINESS' button.

Stillingen i SAS Ligaen	
1	OB 25
2	F.C. København 24
3	Brøndby IF 23
4	FC Midtjylland 21
5	AGF 15
6	FC Nordsjælland 14
7	Sønderjysk 13

FCK Mobil:

The screenshot shows the 'FCK MOBIL' section of the website. On the left, there is a mobile phone displaying the FCK logo. To the right of the phone, there is a text block describing the service: 'FCK Mobil er F.C. Københavns tilbud til fans, der ønsker at være i kontakt med klubben udover de 90 minutter en fodboldkamp varer. Servicen vil løbende blive udviklet med flere tilbud, men det er væsentligt for F.C. København, at de forskellige produkter tager udgangspunkt i det F.C. Københavnske univers og således har en klar relevans for klubbens fans. I menuen til højre kan du se hvilke muligheder du har med din mobiltelefon. God fornøjelse!'. On the right side, there is a 'MENU' section with links to 'SMS services' and 'Kvittering'.

Downloads:

DOWNLOADS




Her kan du downloade FCK wallpapers og screensavers til din computer, så kollegerne på arbejdet eller familien derhjemme kan se, at du støtter Byens Hold.

WALLPAPER: HOLDBILLEDE EFTERÅR 2008



1024 x 768
1280 x 1024
1440 x 900
1600 x 1200
1680 x 1050

WALLPAPER: NOVEMBER 2008



1024 x 768
1280 x 1024
1440 x 900
1600 x 1200
1680 x 1050

WALLPAPER: HJALTE NØRREGAARD



1024 x 768
1280 x 1024
1440 x 900
1600 x 1200
1680 x 1050

WALLPAPER: JOSÉ JUNIOR



1024 x 768
1280 x 1024
1440 x 900
1600 x 1200
1680 x 1050

FCK Fan Club:

F.C. KØBENHAVN FAN CLUB



F.C. København Fan Club (FCKFC) er F.C. Københavns eneste officielle fanklub. Med over 20.000 medlemmer er det Danmarks største fanklub for et dansk fodboldhold, og medlemstallet har været støt stigende i de sidste mange år.

FCKFC holder til på Nedre C (FONA) og Nedre B (Stemningstribunen), og arrangerer samtidig udebaneture til alle kampe. Alt det kan du læse mere om på fanklubbens egne sider på www.fckfc.dk.


FCKFC har ligesom F.C. København kontorer i PARKEN, og ønsker du at blive medlem eller har nogle spørgsmål, kan du kontakte fanklubben på nedenstående adresser:

ADRESSE	INTERNET	TELEFONTIDER	
F.C. København Fan Club Øster Alle 56 2100 København Ø Tlf. 35 43 23 43 Fax. 35 43 23 13	E-mail kontor@fckfc.dk Website www.fckfc.dk	Mandag, tirsdag, torsdag: Onsdag: Fredag: Weekend:	12:30 - 15:00 12:30 - 17:30 10:00 - 12:00 Lukket

Appendix 11. FCK Web TV vs. Rosenborg BK Web TV

FCK Web TV:

FCK WEBTV



Her hos FCK webTV kan du se diverse indslag fra det F.C. Københavnske univers. Der bliver løbende produceret nye indslag, og det er også her du kan gense de LIVE-udsendelser som vi også laver.

I oversigten herunder kan du læse mere om indholdet af de enkelte udsendelser, og ved at klikke på teksten under "Se klippet" nedenfor, kan du se indslagene.

For at kunne se udsendelserne kræver det dog, at du som minimum har en 256 KB ADSL-forbindelse og har Windows Media Player installeret på din computer. Du kan hente Windows Media Player [her](#).

DATO	BESKRIVELSE	SE KLIPPET
28. Januar 2008	Zdenek Pospesch til F.C. København	ADSL - 700KB
07. November 2007	Hjalte og Grønkjær om FCK - Panathinaikos	ADSL - 256KB
27. August 2007	Hjalte og Hutch om FCK - Benfica	ADSL - 256KB
14. August 2007	Mikael Antonsson til F.C. København	ADSL - 256KB
30. Juli 2007	William Kvist og Niclas Jensen før FCK - Beitar Jerusalem	ADSL - 256KB
20. Februar 2007	Se målene fra træningskampen FCK - Viking FK	ADSL - 256KB
21. November 2006	Oscar Wendt og Hutch før Benfica - FCK	ADSL - 256KB
25. September 2006	Lars Jacobsen på Old Trafford	ADSL - 256KB

Rosenborg BK Web TV:

RBKTV

Siste nytt CL 2007 Før kampen Etter kampen Portretter

**Kris Stadsgaard klar**
29.03.2008 Den danske midtstopperen har skrevet under en 4-års kontrakt med RBK. Se første intervju!

**Før kampen: RBK- Lyn**
28.03.2008 Spillere fra begge lag om serieåpningen. Ekspertvurderinger og konkurranse.

**No smoking**
28.03.2008 Lerkendal er nå røykfri stadion. Supernils forklarer de nye reglene...

**Spillerne inntok shopen**
27.03.2008 Flere hundre var møtt fram for å kikke på den nye RBK-shopen, og for å møte spillerne.

