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BACHELOR'S DEGREE FINAL PROJECT

Marketing Plan Manchester City



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Executive Summary

Manchester City C.F. is an English football club belonging to the province of Manchester. It was founded on 23 November 1880 under the name of St. Mark's (West Gorton). Subsequently, it was renamed Ardwick Association Football Club in 1887 and finally changed its name to Manchester City on 16 April 1894.

Manchester City is a clear example of a club that has had to work its way up in recent years and has undergone a transformation from an average club to position itself alongside the most emblematic and successful clubs on the European continent. It is a very interesting case that allows us to learn how things must be done to achieve the goals that one pursues. Without any doubt, we can affirm that the City model is being a resounding success as it has built the foundations of a solid and ambitious project that acts with the guarantees of going in the right direction.

In recent years, especially since the entry in 2008 of Abu Dhabi United Group for Development and Investment, an investment group from the United Arab Emirates (UAE), with Sulaiman Al-Fahim as a visible part of the group, and Mansour bin Zayed Al-Nahyan as the largest shareholder, who took control of the club for 250 million euros, 250 million, the club has seen its financing capacity ostensibly improved, its possibilities to bring in new coaches and outstanding players, and to start competing with the other 5 big clubs in the Premier League (Manchester United, Tottenham, Chelsea, Arsenal and Liverpool), and with the elite of European and world football.

The club has been promoting all those proposals related to the expansion in social networks, collaborations with youtubers, the entry into new businesses such as eSports or new clothing lines. Its growth in followers and subscribers in the different vehicles and communication platforms has allowed it to expand at a brand and economic level, it competes with the big clubs, and continues to seek new business opportunities and new horizons to exploit.

With the arrival of a new football project and adapting to a growing popularity, the club has seen its global popularity grow along with its football achievements (5 Premier League championships in the last decade), but it still lacks international silverware, which partly weakens its global image, despite the 2020-2021 Champion League runners-up spot.

The objectives set for the 2021-2022 season are to obtain at least 3 new sponsors that will improve the current financial conditions of the club and also help to improve the club's image, increase the level of income by 15%, in line with the expected



income from winning the Premier League and League Cup and the runner-up position in the Champion League, increase the budget for the 2021-22 season by 15% more; improve brand awareness by a further 20% along with obtaining 15% more profitability from television rights through new marketing channels such as the incorporation of the brand in advertisements or being the pioneering image of the Premier League around the world. And finally, to improve sporting results in all the competitions in which it participates: Consolidate the Premier League and win the Champion League in 2021-22, win the FA Cup, the League Cup and the Community Shield.

This is based on different strategies of differentiation, repositioning and penetration with a set of actions that are developed in the text of the work.



1 Introduction

In this project we are going to start we will analyse the role that the development of a marketing plan plays in the structure of a professional football team that today is among the most influential and recognised in the world. We will try to explain what are the main marketing, merchandising or expansion strategies of one of the best clubs in the world.

In addition, we will look at the solid structure that the club has built across the globe, becoming a group of companies that encompasses much more than just the sporting arena. The CITY brand is already recognised worldwide and is growing faster and more successful every year.

We will cover all areas of the company, but we will focus more often on the marketing department and its work within the club. The mission of this project is none other than to show where a club of this size gets its funding, recognition, brand image, worldwide following, business model, profits, TV rights, fame or simply media attraction.

1.1 The football business



Football is one of the world's most lucrative businesses and environments, making it one of the most followed media showcases on the planet. Football has audiences in the millions, dedicated fans who see their teams as "loemarks", which creates a strong emotional connection between fans and clubs, resulting in the unconditional support of fans for their colours.

According to the consulting firm Deloitte, the football industry moves a market valued at 28.4 billion euros.

In this market, the "Premier League", which is undoubtedly the most valuable league in the world in terms of revenue generation, stands out visibly. Its value is 72% higher than that of the next most valuable league, Spain's La Liga.

This league is home to Manchester City, the club we are going to analyse here. This means that the club is in the best visibility and revenue showcase in the world as it is the most watched and followed league on planet Earth.

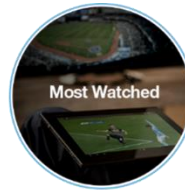




40% of the world's population interested in football



It is a sport that is played in 59% of countries (next sport is 9%).



Sport on TV for 75% of large global markets



Present in developed and underdeveloped countries in equal measure.

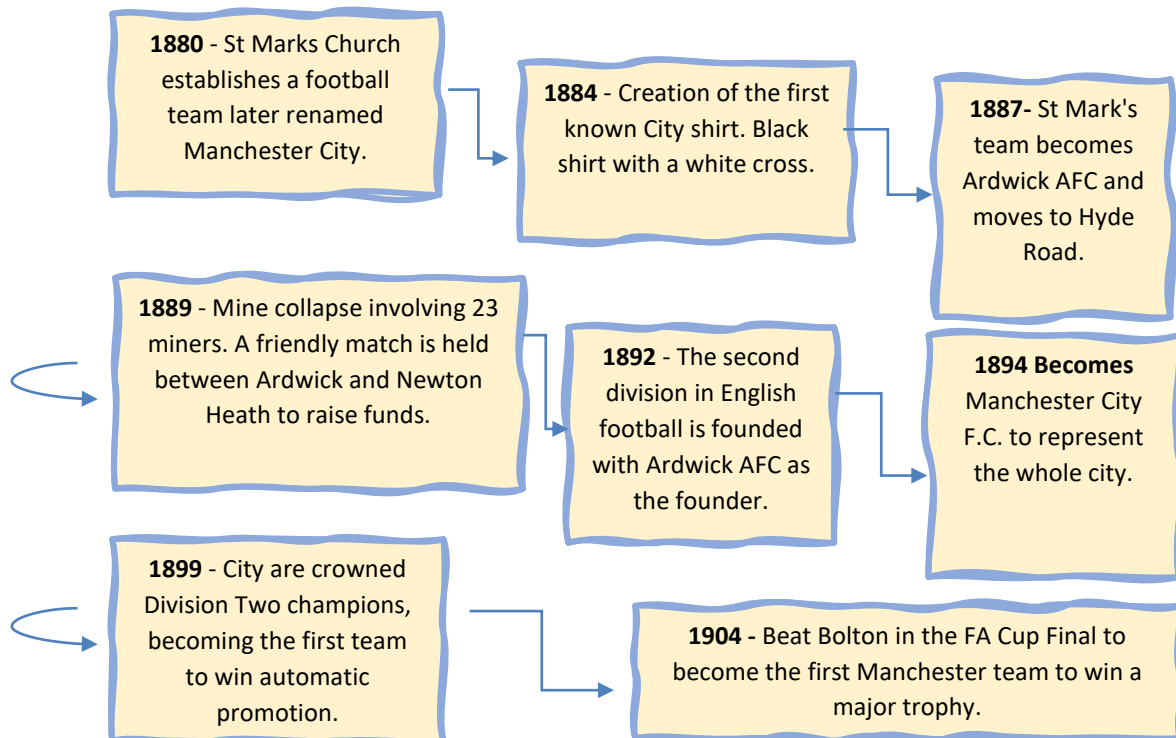
1.2 History of Manchester City C.F



Manchester City C.F. is an English football club belonging to the province of Manchester. It was founded on 23 November 1880 under the name of St. Mark's (West Gorton). It then changed its name to Ardwick Association Football Club in 1887 and was finally renamed Manchester City on 16 April 1894 (Image 1).

Image 1: Manchester City History

(1875 – 1902)



(1914 to 1918) First World War

The Football League is suspended from 1915 to 1919, although some secondary regional tournaments are played with City being part of the Lancashire Division.



1920s

1920 City's Hyde Road stadium becomes the first stadium visited by a reigning monarch.

1923 The club moves to Maine Road, with a capacity of 85,000, following a fire at the Hyde Road stadium.

1926 The club reaches its first Wembley final, scores the highest goal in a derby with United and is relegated to the second division at the end of the year.

1928 Ascis is in second place and is the club with the most fans in England.

1939-1945 Second World War

During the war a league is organised in the north of the country called the Northern Division. Old Trafford suffers extensive damage which forces United to play their matches at Maine Road, but always using the away dressing room as City never allowed them to use the home ground.

1960s

1965 The team crest is created based on the central part of the coat of arms of the city.

1966 The team is promoted back to the first division under Joe Mercer and Malcolm Allison.

1968 City win the league by beating Newcastle in their last match.

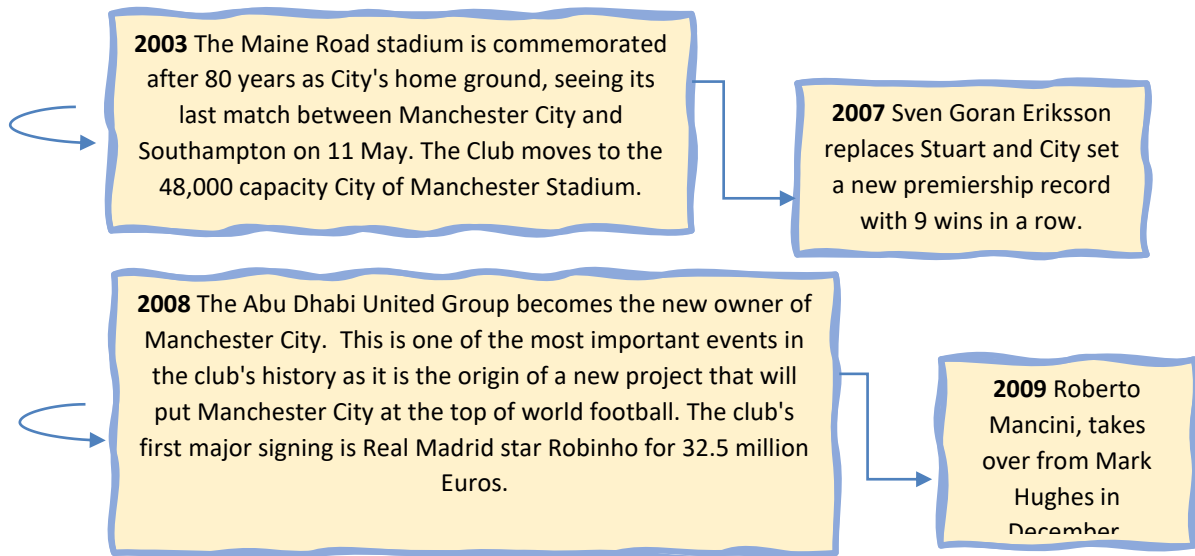
1969 Manchester City beat Leicester City 1-0 at Leicester in the FA Cup Final.

2000s

2000 Manchester City return to the Premier League after two consecutive relegations with a 4-1 win over Blackburn Rovers. There is a pitch invasion by Blues fans.

2002 Stuart Pearce leads the team back to promotion to the Premiership by breaking club records for most goals scored and points scored in a season.

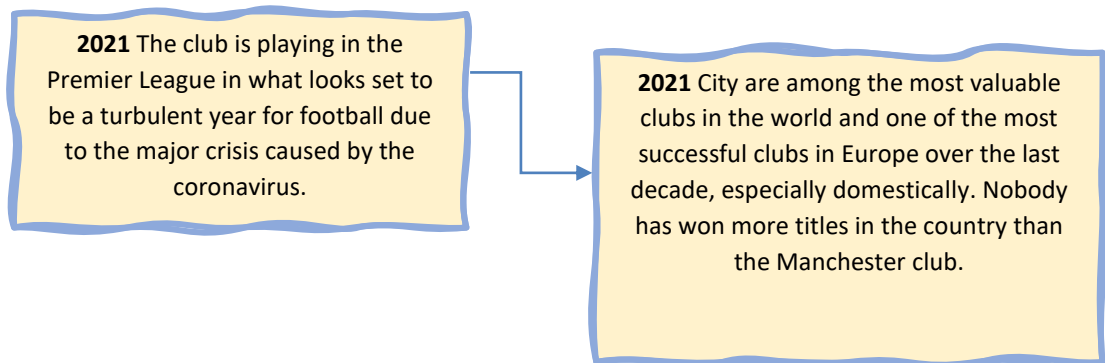




2010s



2020s



They currently play their matches at the Etihad Stadium with a capacity of 55,097 spectators having previously played at Maine Road which had a capacity of 35,150 spectators.


It is considered one of the most historic clubs in England and currently one of the best sporting clubs in the world. In addition, it is currently the club with the fastest growing brand and fan base on the planet, which speaks of a club that is growing and expanding. Image 2 below shows the growth of the club over the last decade compared to the rest of the European clubs.


Image 2: Evolution of the big European clubs



Manchester City is one of England's most successful clubs, boasting 26 official titles to its name, among them:

English competitions

6 Premier League 

8 League Cup 



6 FA Cup



6 Community shield



International competitions

1 UEFA European Cup Winners Cup



In terms of kit, City have always been characterised by wearing light blue for their first kit and varying it for their second and third kits. These are the most outstanding kits throughout their history:

1884-85



1956-57



1974-75



1976-77



1982-83



1984-85



1ST 2ND 1ST 2ND 1ST 2ND



1989-90



1ST 2ND 3RD

1992-93



1ST 2ND 3RD

1997-98



1ST 2ND 3RD

2010-11



1ST 2ND 3RD

2017-18



1ST 2ND 3RD

Season 2020-21



1ST 2ND 3RD

In September 2008, Sheikh Mansour acquired Manchester City FC and outlined his vision of creating a successful and sustainable football club with the fans at its heart. It is undoubtedly the club's most important historic event and one that has catapulted it to become one of the best-supported clubs in the world and one of the top five best clubs in sport.



The Manchester City F.C Group, as mentioned above, is made up of a group of different teams (10) which have been acquired over the last few years and which have formed the most powerful sporting group in the world of football. Among them are: New York City, Melbourne City, Yokohama Marinos, Girona, Montevideo City Torque, Sichuan Jiuniu, Mumbai, Lommel, and Esperance Sportive Troyes Aube Champagne.

In this paper we are going to focus more on the contemporary historical part of the club. The entry of new funding from the "Abu Dhabi United Group" brought the club into a new dimension as an entity and therefore all its structures changed from that moment onwards. New investments in growth and expansion brought with it new goals and challenges on a grand scale that catapulted the club into new business and expansion ideas. In addition, we will look at all those areas of the club that promote its growth in both marketing and sporting terms.

2 Internal analysis

2.1 Resources and capacities

The club is designed with a geographical divisional structure as the company that manages Manchester City F.C. is composed of a set of 6 clubs strategically located in all continents of the world as we can see in Image 3.

The organisation is called **City Football Group** and is backed by investors Abu Dhabi United Group which owns 77% of the company's shares, Cinemas leading media and entertainment conglomerate CMC Inc. representing 12% of the shares and Silver Lake which holds a total of 10% of the company.

The City group is currently present in the Americas, Asia, Europe and Oceania. Manchester City, as a company, has one of its major hubs in England due to the attraction of being a top team. As mentioned above, in recent years it has been acquiring other clubs around the world, with a total of 10 clubs under its control and ownership in addition to the Premier League club: New York City, Melbourne City, Yokohama Marinos, Girona, Montevideo City Torque, Sichuan Jiuniu, Mumbai and Lommel, the Belgian Lommel Sk and Esperance Sportive Troyes Aube Champagne of the French Ligue 2. This financial and economic investment allows the CFG to increase its presence in world football in its strategy to develop clubs, young talents and share knowledge with each other and to improve its global visibility and image. Some of them are shown in Image 3.

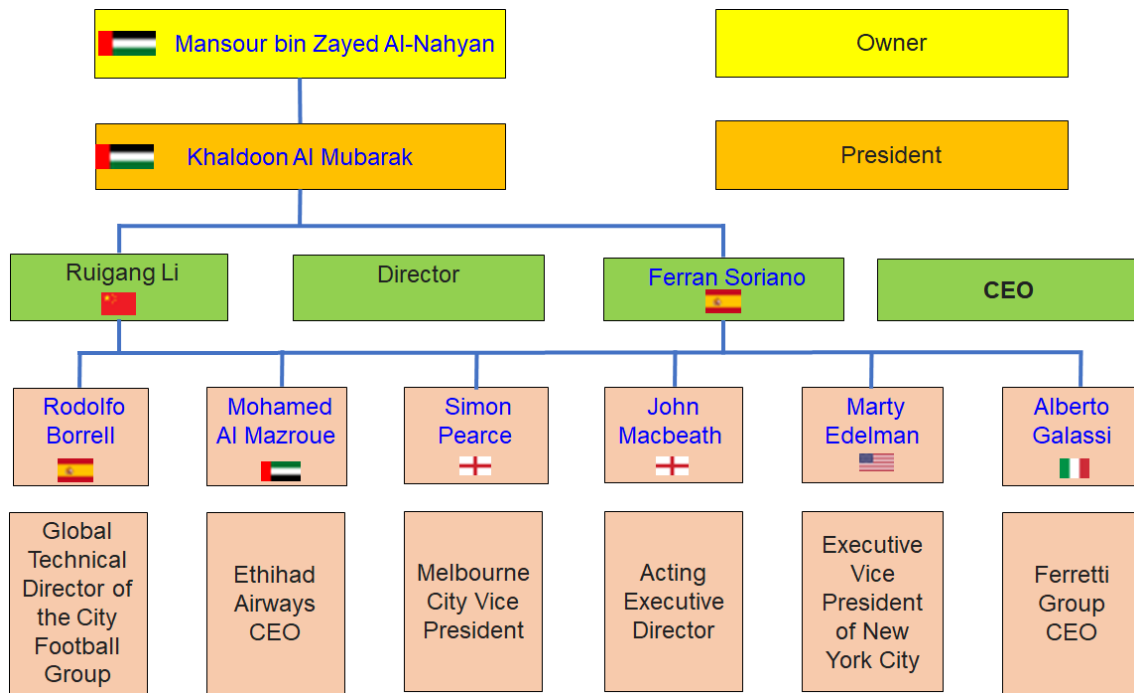
Image 3: Others club of Manchester City



2.1.1. Organisation Chart and Human Resources

The club has more than 100 employees - not counting technicians, medical services and players - including maintenance, reception, administration, commercial and marketing staff, etc.

In order to be able to attend to all the needs of the club, the organisation chart follows the following structure:



2.1.2. Corporate Social Responsibility

Manchester City's mission as an organisation is to continue to invest in the development of new structures by encouraging growth on and off the field.

The development of infrastructures, the football academy, the commercial image or the service to the fans are some of the objectives that the club has set itself and which cannot be missing from its identity.

In terms of the club's vision, the club aims to become a growing group of companies working simultaneously across the world through the City brand with a well-defined business structure and values.

On the other hand, the club's social commitment to its citizens is one of the main pillars of its project. It is an organisation that is evolving enormously in this area, involving people more and more in its global project.

They want to be present at major events in the city, whether it is supporting the official LGBT supporters' club or cooperating for the Manchester City Council's "Giving Something Back" award at the annual Excellence Awards.

This season the club has pledged to support a campaign to eradicate carbon pollution from cities by 2038 by adding its name to organisations fighting climate change.



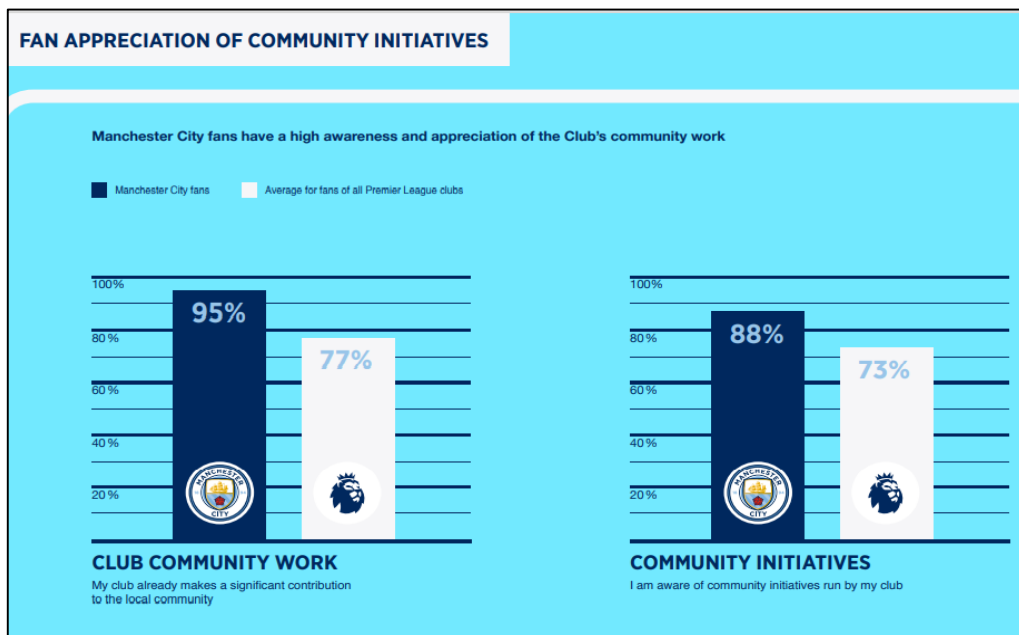
The club will work to deliver a range of new sustainability initiatives, helping to make Manchester a greener city for future generations.

The club, in response to one of the biggest problems facing the city of Manchester, "Christmas hunger", has launched a campaign to provide all children who attend one of its free football sessions during the school holidays with a free healthy meal.



In addition, it has carried out a food collection initiative in the sports city for those families who need it most. One of the indicators that best explains the club's commitment to social aspects is represented in image 4, which analyses the fans' appreciation of community initiatives with respect to the rest of the Premiership clubs:

Image 4: Social recognition compared to other Premier League clubs



We can see that fan satisfaction with the club's initiatives is above average for Premier League teams. Fans are convinced that it makes a great contribution to the local community and social initiatives.

On the cultural front the club has a close relationship with Manchester Metropolitan University with a number of projects, including an initiative designed to offer a unique insight into working life within a professional sporting organisation.

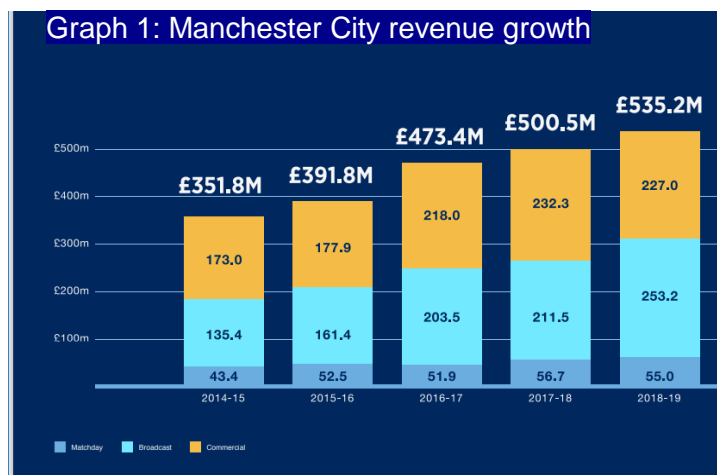
Seven groups of students had the opportunity to respond to reports from our research and expansion team over a period of 3-4 months with the participation of teachers and club staff members.

Finally, on the political front, the club is not very well regarded by governments and the rest of the clubs as they consider that being financed by an Arab sheikh adulterates the competition with the large investments of money he has made in recent years.

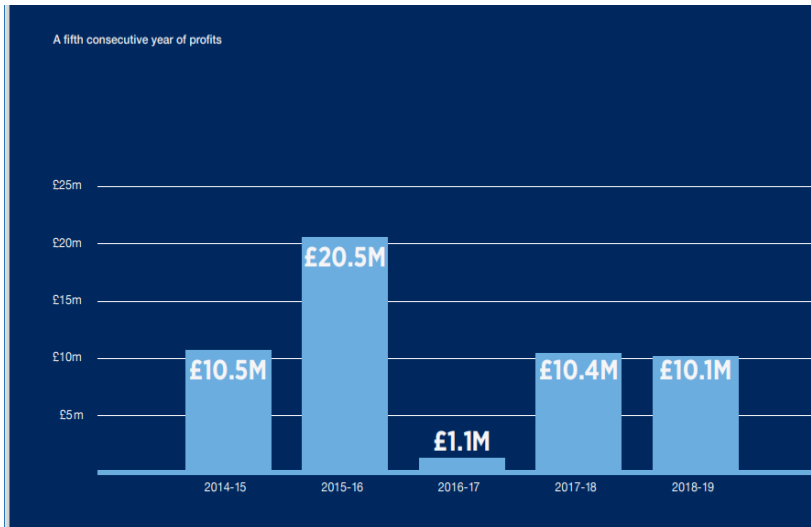
2.1.3. Financial Resources

In terms of the club's financial situation, the club is achieving exponential growth that is increasing every year. As we can see in Graph 1, revenue from stadium ticket-in, media and commercial contracts has grown by almost 53% in the last 5 years. Their market value is 1040 million euros, which represents 12% of the value of the entire Premier League.

In Graph 1 we can see that the club, despite the large investments it has made in recent years, has been able to end the financial years with positive balance sheets (in the 2015-16 season it made €20.5 million in profits), until the 2018-2019 season.

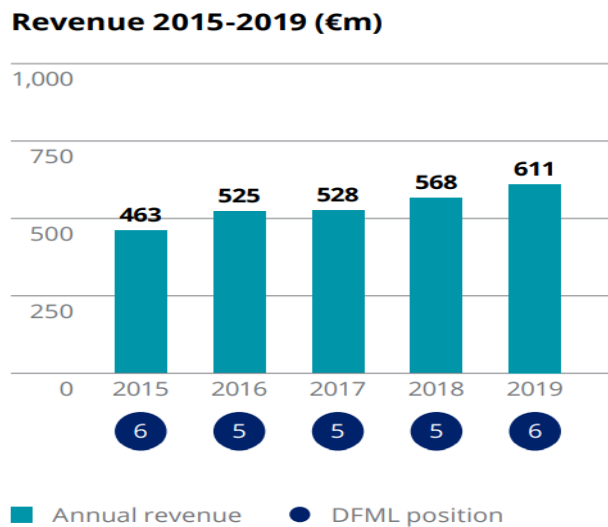


Graph 2: Manchester City's profits



As mentioned above, the financial situation of the club, in general, is in very good health. These have been the revenues and profits in euros for the last few years (Graph 2 and 3):

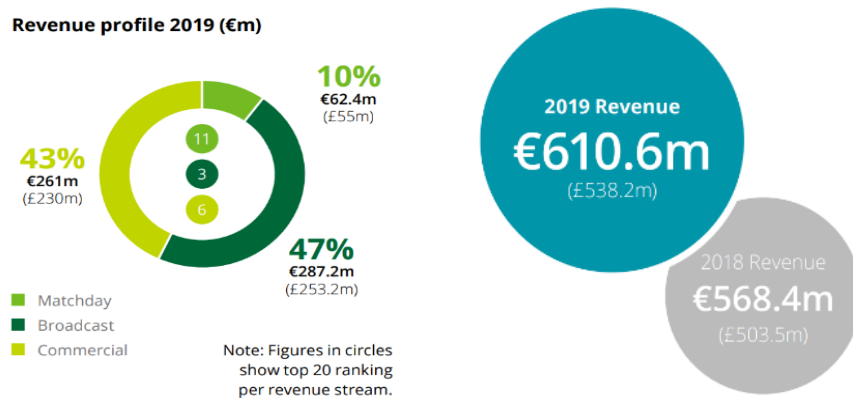
Graph 3: Manchester City's revenue in €.



However, as a result of the COVID-19 crisis, Manchester City incurred a loss in 2019-2020, making a deficit of £126m (€148.3m), compared to a net profit of £10.1m (€11.7m) in 2018-2019. This brings to an end five consecutive years with a positive balance sheet. In the 2019-2020 financial year its turnover was £478.4 million (563.4 million euros), 10.6% less than the previous season. The reduction in television, matchday and matchday and competition revenues affected 25% of the expected revenues from these items, mainly from participation in the Champions League and the FA Cup, revenues which have been deferred to the

2020-2021 financial year. In 2020-2021, the budget was 548 million euros (Image 5).

Image 5: Revenue 2018 and 2019



As an important reflection we can say that the club is, despite the health, social and economic crisis generated, in a good financial moment with the highest revenues recorded so far in 2019 and with profits already standardised. The composition of revenues is made up of those generated by Matchday, Broadcast and Commercials. This is their distribution:

Manchester City, like all other clubs, is facing the current crisis caused by the coronavirus, a complex situation that has led to the disappearance of fans from the stadiums and the resulting financial losses.

The club estimated that for the 2020-2021 season the club has lost a whopping £60 million in ticket-in revenue due to the cancellation of season ticket and season ticket sales.

The club has managed to overcome this situation by slightly reducing the financial outlay for the 2021-2022 season. In addition, it is hoped that the sporting successes of this year will bring economic income that will partly compensate for these losses and also improve the social and sporting image that will allow new sponsors and income from different TV concepts, as well as merchandising.

2.1.4. Marketing strategy and resources

In order to define the club's business strategy it is necessary to know what its short and long term objectives are. In the short term, the English club intends to continue to invest in the development of new structures, encouraging growth on and off the field.

In the long term, the entity intends to expand its brand by expanding its empire through the acquisition of new clubs under a well-defined business structure and values.

Manchester City's main competitive advantage is the financing of the Abu Dhabi United Group, which allows it to have a liquidity that its competitors do not have and therefore to expand its empire rapidly without the need to go into debt.

The marketing strategies employed by the entity are mainly based on penetration of new markets, absorption and differentiation as a brand:

- The "blue" team has opted for the penetration of new markets such as Asia, South America and the USA. This strategy has given the club recognition and a worldwide image, allowing it to carry out campaigns and business deals with a multitude of companies that see the club as a great opportunity for visibility.
- Takeover has been one of its most obvious strategies, acquiring clubs in the most important leagues around the world. This has allowed them to have a presence on every continent and to implement their marketing strategy everywhere to expand the brand image. In this way, they establish corporations all over the world that allow them to have weight in the markets they want to have closer relationships.
- Finally, differentiation has been the most important. The incorporation of world-class players to its project in recent years has differentiated it from the rest of its competitors, obtaining great results at a sporting level and consequently generating worldwide repercussions.





Finally, the club has been designing the foundations of its model through clearly defined values, based on the idea of instilling, promoting and establishing respect, work, diversity and enthusiasm in all the club's projects and in all the members of the organisation.

The combination of hard work, planning, desire to grow, talent and values have made this club one of the most admired in contemporary football. Surveys conducted among fans reflect the great work that has been carried out in recent years, being one of the clubs that offer the best service for the price they ask, committing themselves to the main social causes that affect society.

Causes such as the inclusion of disadvantaged people in stadiums, supporting the initiatives of other segments such as women's football, ensuring the inclusion of children in stadiums with more accessible schedules or with the creation of activities for their entertainment and offering all kinds of facilities, hospitality and quality of service.

The owner's message insisted on the conviction to improve the club on a sporting level, but without losing sight of the fundamentals and values that define Manchester City by building a successful entity and a reference for all people.

In general, the club has set itself the following medium-term objectives (5 years)

- To expand the "Citycen" brand throughout the South American continent by growing 10% in the commercial sale of T-shirts, 70% in the recruitment of campuses or schools and 20% in the creation of sporting events.
- Increase the commercial team by 50 people in the next 5 years.
- To be the leading English club in the sale of sports equipment worldwide.

- Opening of 100 shops in Asia, 20 in the USA, 30 in South America and 50 in Africa.
- Opening of 20 subsidiaries around the world.
- Creation of an application for the purchase of club products.

As can be seen, these are very ambitious objectives.

2.1.4.1. Branding and positioning

Manchester City's brand value is €1.180 billion, according to Brand Finance (Image 6), ranking 4th in the world only behind Real Madrid, €1.276 billion, F.C. Barcelona, €1.266 billion, and arch-rivals Manchester United, €1.130 billion, but above the rest of the big English clubs, (Chelsea, Liverpool, Tottenham and Arsenal).

With regard to the positioning of the club, we have drawn up a graph in which we compare it with different clubs and in which you can see what business strategy it decides to apply with respect to the rest and how it positions itself in the market.

Image 6: The most valuable football club brands in the world



Fuente: Brand Finance, 2021

As we can see in graph 4, the positioning of the club is based on offering products at a high price and with optimum quality.

It is positioned alongside Real Madrid and Barcelona as one of the most highly valued and valued clubs in the market. The club's great sporting and economic



growth has allowed it to place itself on a par with the clubs with the highest income by adopting a strategy of differentiation through quality.

Graph 4: Positioning Map



If we look at other examples we can analyse the strategy of other clubs such as Villareal whose policy is based on offering their services at a very affordable price and with a more than admirable quality.

In other cases, such as Osasuna, which do not have the same economic capacity as the rest, they opt for price differentiation, being the ones that sell the most at low cost while offering low quality.

2.1.4.2. Marketing Mix

To finish this section, we could not end it without developing the bulk of the work. Operational marketing is responsible for materialising and implementing both analytical and strategic marketing. It is undoubtedly the most decisive moment of the marketing policy since you execute everything you have programmed. That is why we are going to focus on the four most important areas of the company called the 4Ps: Product, Price, Promotion and Point of Sale.



2.1.4.2.1. Product and service policy

The analysis of the product that we are going to carry out will be based on the study of the service that the company offers beyond the sale of other products such as the sale of T-shirts, luggage storage, events, etc.

The main service of the English entity is the sale of matches. It does this in two ways: either via TV or with tickets at the stadium. The service of selling matches on TV is executed through the Premier League or UEFA who act as a bridge between the clubs and the interested broadcasters. Clubs such as City stipulate together with them the cache of their matches and agree on a selling price according to the number of matches in a season. In this way the clubs not only sell their package of matches, but also sell their rights to use their image in a way that suits the purchasing broadcasters. These two concepts are sold for stratospheric amounts, being the first source of income for the clubs and generating such a large fluctuation of money that makes football one of the most profitable businesses in the world. In the case of the sale of tickets and season tickets in the stadiums, Manchester City offers a guaranteed service that guarantees a great show full of excitement and entertainment combining the best security and comfort services for its fans.

Image 7 below shows the rating of the services offered at the Etihad Stadium in relation to hospitality, customer services and fan facilities.

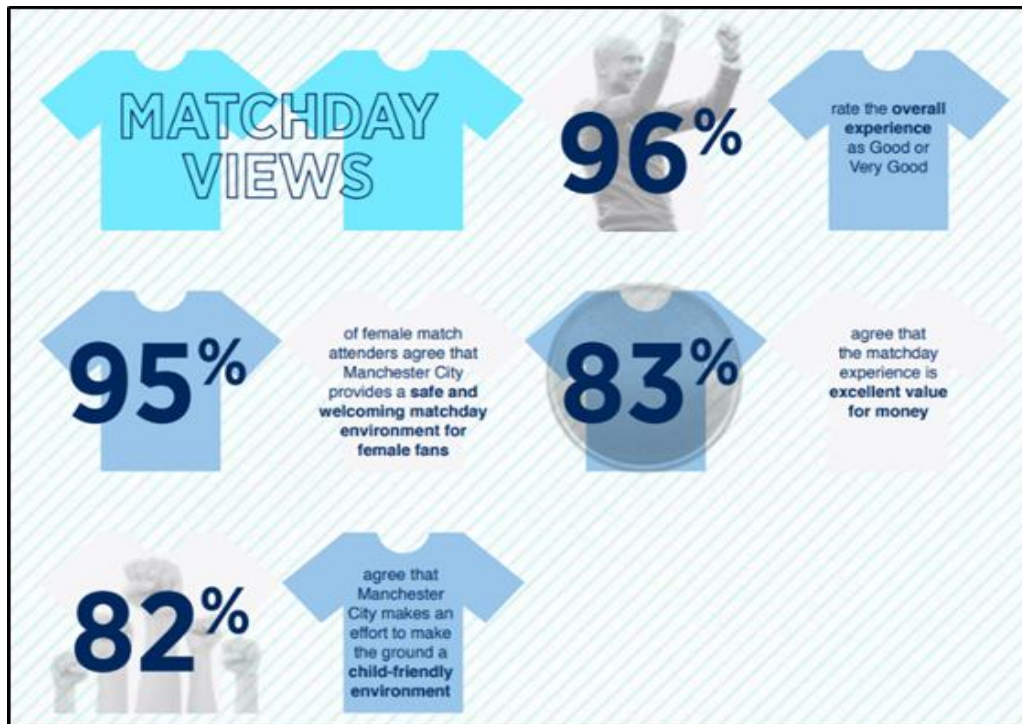
Image 7: Evaluation of club services



- We can see from the graph that the club ranks second for children's facilities, third for toilet access facilities and wifi connection, fourth for cleanliness and fifth for telephone signal.
- Overall it ranks second in the Premier League in terms of hospitality, facilities and customer services.

In terms of the overall assessment of the experience of attending a match, these are the results of the surveys promoted (Image 8):

Image 8: Survey results among attendees at Manchester City matches



- 95% of women's football attendees say that the club offers a welcome and safe match day.
- 82% of fans say the club makes an effort to turn matches into child-friendly environments.
- 83% of respondents agree that the service is excellent for the price paid.
- 96% of those interviewed rate the experience of going to the stadium as good or very good.

Therefore, overall the scores obtained by the club are very high, indicating a high level of satisfaction of its fans and attendees.

2.1.4.2.2. Pricing policy

The price of season tickets, due to the pandemic crisis, has remained unchanged this year with respect to the 2019-2020 season, but this does not prevent it from seeking to reinforce its brand image, enhancing the value of its product and its exclusivity. The aim is to offer high quality at a reasonable price. This is undoubtedly its main strategy for positioning itself in the market, offering the best show at a price in line with its quality. This has generated attraction for the brand, the conception of an exclusive and limited service, high visibility, the attraction of new sponsors and big players or the power of negotiation with television stations.

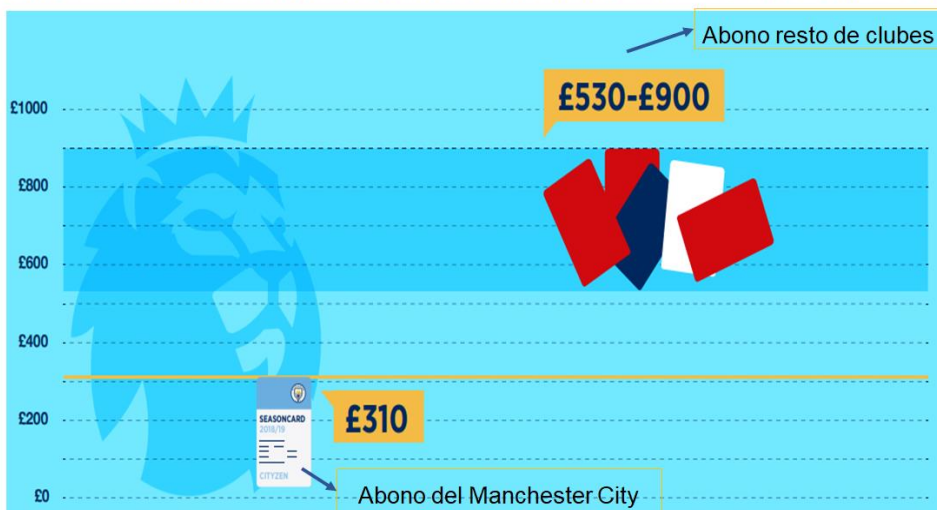
In the last register, a revenue of 287.2 million euros was recorded for the sale of the package of matches for the whole year and 62.4 million euros for the sale of tickets and season tickets. If we divide these figures by the number of matches in a season, we obtain the selling price of each match to both television stations and fans who have come to the stadium.

The club played 59 matches, so the purchase of each match cost the television stations 4.87 M euros and 1.057 M euros was generated by the club in terms of tickets and season tickets for each match. If we compare them with previous years we realise that every year they manage to increase the sales margins for the same service, which leads us to think that people are willing to pay a higher price for their services due to the growth of their brand.

If we analyse the prices of the services offered by Manchester City compared to the 6 best teams in the Premier League (Manchester U. Tottenham, Chelsea, Arsenal, Liverpool and Manchester City). We could analyse all the strategic areas of the different clubs, but we will stop at a couple of them to make clear the strategies of each one.

First, let us look at the season ticket prices for the 2020-2021 season. Graph 5 9 shows the price ratio of the clubs mentioned above.

Graph 5: Comparative of the price of the tickets between the 6 big clubs of the Premier League



Source: self made

As part of a policy of price containment in the Premier League, the season ticket offered by City this season is the cheapest in the Big 6 (the 6 big Premier League clubs) and one of the cheapest adult season tickets in the whole of the Premier League, at £310, far from the £530-900 range of the other big clubs.

Commercial marketing in the sale of shirts is one of the major sources of income for clubs, so the success of the sports brand must be linked to the success of the club that wears it. It is a symbiosis that should strengthen both parties; clubs choose those brands that they consider will enhance their value both economically and in terms of advertising. In addition, it is important to emphasise that the sports brand will be associated with the club it dresses, so its strategies and campaigns must be correlated.

Secondly, we are going to analyse the price of the different shirts offered by each club and the differences depending on the sports brand that wears each shirt:

ADIDAS



64,95 £

PUMA

NIKE



70 £

ADIDAS

NIKE



69,95 £

NIKE





As we can see depending on the sports brand, the kits will have different prices. The price range is £11.10 from the Arsenal shirt priced at £58.49 to the most expensive Tottenham shirt priced at £70. (Graph 6)

Furthermore, it can be concluded that NIKE offers the most expensive jerseys, betting on a strategy of differentiation by quality, followed by PUMA and finally ADIDAS, which bets more on offering a more competitive price.

Graph 6: T-shirt prices in pounds



Recently, Manchester City opted for a partnership with Puma, a brand in full growth and expansion that is investing heavily in different segments such as football, where in recent years it has managed to compete with the two large multinationals, Nike and Adidas. Its large investment in marketing and advertising makes it very attractive and it is the brand that is investing the most in contracts, which means more income for the club. The price they have set for the launch of their shirts is £65.

2.1.4.2.3. Distribution and communication policy

In a sports organisation such as Manchester City, the distribution process is a bit different from the usual distribution process in industrial companies where there is a distribution of the physical product, storage in stock and cooperation with intermediaries as final sales outlets. In such a service company the distribution of the product is direct and does not involve prior steps such as transport or storage. Intermediaries of interest are chosen directly and processed at the issuing of the matches.

In the football business the main intermediaries are the media, mainly television and radio. They are the main channels where matches are broadcast, one visually and the other aurally. The reason for the choice of such intermediaries is undoubtedly the great reach they can perform, being able to reach millions of viewers from all corners. This is why they are excellent intermediaries, but at a very high cost. The club seeks to enhance brand value with these intermediaries as a club that has opted for a strategy based on differentiation by service rather than cost.

The following is a study of how fans perceive the City brand in the market.

Palabras que asocian los fans a la marca

Calificativos de la marca clasificados por su fuerza y su ranking

Brand Perception		
Prompted Brand Imagery	ASSOCIATION STRENGTH % of fans who say this word describes Man City	RANKING Out of 9, how strong is the association compared to other club
AMBITION	55%	1st
CREATIVITY	52%	1st
COMMUNITY	46%	2nd
INCLUSION	45%	2nd
WELL-MANAGED	45%	2nd
BEAUTIFUL FOOTBALL	43%	3rd



In terms of communication, it is important to highlight its role in the marketing strategy. The club realised that it could not compete with the big teams in Europe in terms of history and impact, but it realised that it could compete with them on equal terms in the war to dominate communication and the media. If they could win the game, they could narrow the revenue gap between them and be able to compete with them in the media and sporting arena.



The club has been promoting all those proposals related to the expansion in social networks, collaborations with youtubers, the entry into new businesses such as eSports or new clothing lines. His growth in followers and subscribers in the different vehicles and communication platforms allowed him to expand at a brand and economic level. In this way, it is ready to compete with the big clubs, to continue working in the same direction, to seek new business opportunities and new horizons to exploit.

Thus, the distribution/communication channels used to sell its product, as well as the marketing propagation platforms used by the club to sell its product and expand its brand are:

Television

It is the club's main source of revenue and the most powerful channel for consumer contact. Manchester City sells its rights to the various broadcasters around the world who buy the package of matches integrated into the Premier League. Depending on the cache of the team or the matches that are broadcasted, the broadcasters will pay more or less, which is why City, thanks to its great economic and business expansion over the last decade, has positioned itself as one of the most sought-after and best paid clubs.

According to the club's CEO Ferran Soriano:

"Our media strategy was designed to capitalise on those successes in the field, with content created and distributed to suit specific audiences in a specific way.

New campaigns have been implemented around important matches such as derbies or classic clashes where the club has created sections with creative content such as associating the sky blue colour to all the club's television impacts.

In addition, the club launched its new TV channel called 'City TV', which broadcasts day-to-day content from the club to keep in close contact with the fans and create a closer bond with them. One of the big TV projects that was promoted was the launch of the documentary 'All or Nothing' by Amazon, documenting the nail-biting climax of the last 30 days of the 2018-19 season.



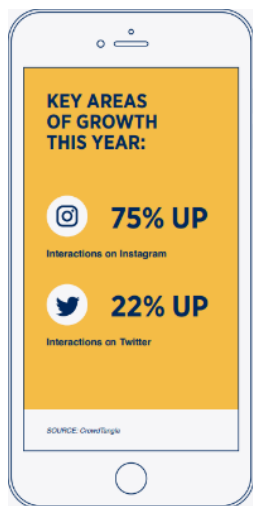


Social Networking



The growth in social media in recent years has been exponential. The club now has 22.2 million followers on Instagram, 9 million on Twitter and 40 million on Facebook.

They have grown by 50% in the last year, reaching a total of 262 million interactions (likes, shares, comments).



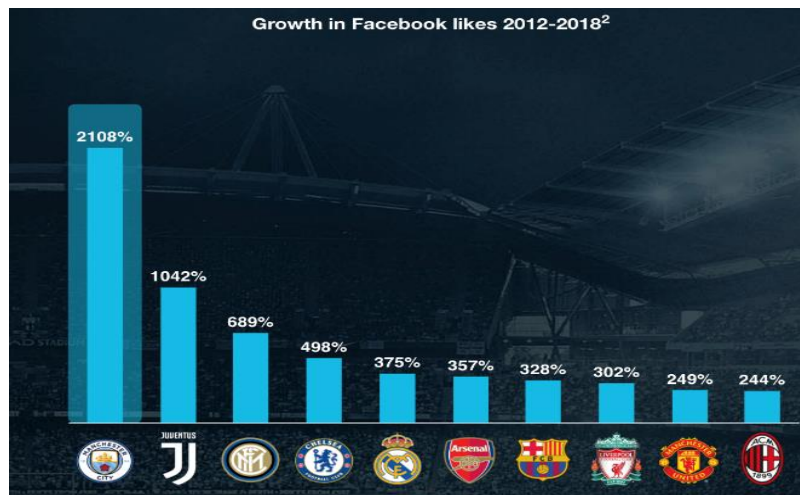
The club has set a strategic goal of growing 75% more interactions with Instagram and 22% more interactions with Twitter for the next academic year.

Graph 7 below shows a very visual example of the club's growth over the last few years when it comes to social media, specifically the growth on Facebook, compared to other European clubs.

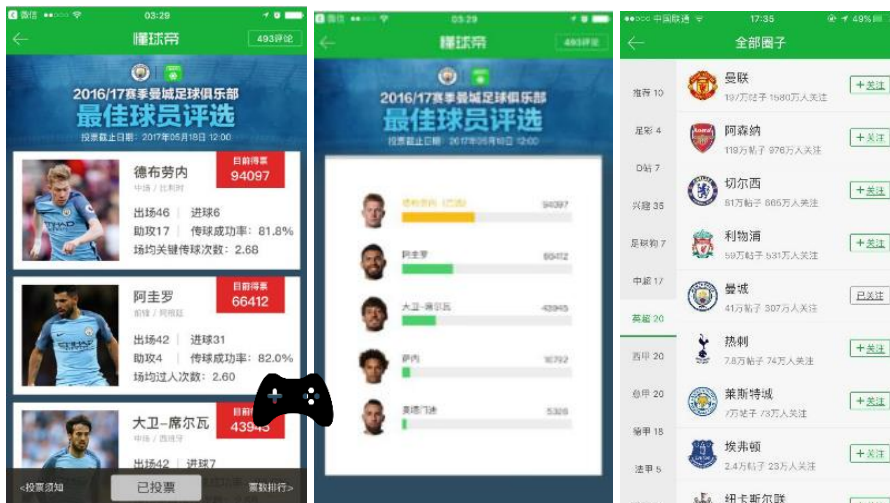
The blue team has grown by 2108% in the last 6 years, doubling its nearest rival Juventus.



Graph 7: Manchester City's growth on Facebook



It is also the first major club to sign an agreement with Dongqiudi.



30M users
5.3M Man City followers
Fastest growing team

eSports are video game tournaments that take place all over the world. The club has managed to expand its brand by promoting and sponsoring this type of event.

Its strategy is based on the recruitment of professional players who represent Manchester City in international tournaments, thus giving the club worldwide visibility and penetrating countless communication platforms.





Manchester City is the first Premier League club to create a "FIFA Online team" to play in China.

This allows it to drive fan growth at each of its clubs, engage its existing fan base in unique and entertaining ways, continue to pursue digital innovation and create more opportunities for members.



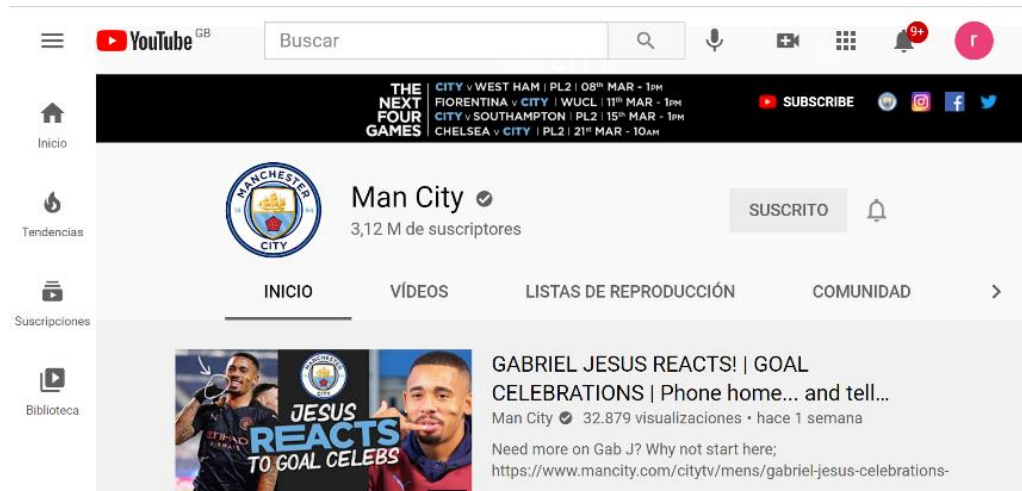
Merchandising



This type of sales is made up of different practices, including the commercialisation of shirts, advertising income, the sale of articles with the club's logo and the initiatives promoted by the entity, such as schools and sports camps. It is the first source of income for the club. It is estimated that in 2018 merchandising income reached 227 million pounds.



How does the club achieve success with its fans? For Manchester City, YouTube is one of the central platforms of their online marketing strategy. It is a medium that allows them to reach millions of fans through the development of their creativity, which helps to generate a sense of belonging to the club.



According to Diego Gigiliani, director of emerging clubs at City Football Group, Manchester City is a "*challenger*". This means carrying out a differentiation strategy that allows it to distance itself from what others are doing. It is based on a digital strategy that offers content of interest to the public that is different from the standard. It focuses on being "Digital First", i.e. knowing what it can play and how to differentiate itself. Therefore, the club is clear that it cannot compete with some big teams on scale, but must do so at the level of content where it can really unseat them.

And this means:

Understand the audience and create relevant content. Generate content that has not been seen before by the public and that generates interest in the audience. Original content, different perspectives with innovative formats. As an example, City was attentive to the most viral trends and prepared a Harlem Shake video with its staff.

Knowing the platform and how to use it. How to promote the following videos and how to encourage subscribers. In short, taking advantage of all the platform's resources to achieve the best results.

Involve the followers. Generate content where the follower is the protagonist and where they feel part of the club.



Don't worry about perfect production. It is not necessary to have expensive sound and image equipment to obtain quality content. Often, good content is made with a simple mobile phone.

Integrate sponsors into the content. Content produced jointly by the team and its sponsors can generate a lot of interest among the public and enhance the relationship between the two entities.

Collaborate with creators. Quality content made by content experts. A win-win strategy where team and creator are strengthened thanks to quality content.

Manchester City has been able to take advantage of the opportunities that the video platform brings, creating a loyal and dedicated community and obtaining very positive results, improving the image of the club, its players and its management.

Interaction with youtubers has been one of the club's most successful communication strategies. The thousands of followers that these youtubers reach favours the transmission of the club's content, as well as its marketing interests such as collaboration with sponsors or brands. They serve as a vehicle to bring the players closer to the fans and to enjoy their content through games, interviews or competitions.

2.1.6.4. Sales and loyalty policy

In terms of sales policy, we have already mentioned that Manchester City's prices are cheaper than those of the other six most valuable teams in the Premier League.

Regarding season tickets for the 2018-2019 season, fans have several channels (omnichannel) to purchase season tickets either through the website or by going to the club's offices or official shops.

- For the online channel, the buying and selling process will be formalised through the club's website in the following steps:

1st Step: Go to the club's official website www.mancity.com and select "season tickets" in the "season tickets" tab.

Step 2: Once you have accessed this section, you can proceed to purchase your season ticket. To do this, first choose the category of your season ticket depending on whether you want it to include travel to away

matches (Metrolink Matchday), parking at the stadium (Car Parking Season) or a catering service (Gold).

3rd Step: Choose the area of the stadium where your seat will be located.

Step 4: Selection of the location and number of seats in the selected area of the stadium.

Step 5: Select if you want to include any other competition to your annual season ticket. The competitions that the club plays apart from the Premier League are the FA CUP, the CARABAUG CUP, and the UEFA CHAMPIONS LEAGUE. In addition, you can choose the method of payment.

6th Step: A summary of what you have selected will appear and you will have the possibility to edit it if you want to make any corrections. In addition, you will see the cost of the selected subscriptions and all the summary information of your subscription will be displayed to check that there are no errors.

7th Step: selection of the shipping method and address.

Step 8: The final basket is displayed with all the information regarding the subscription, the shipping method and the shipping address.

- With regard to physical sales, the procedure is as follows:

1st Step: go to an official club shop or to the stadium offices in person and talk to the managers.

Step 2: You will need to bring with you a piece of identification, either your ID card or passport, and a method of payment to choose between cash or credit cards.

Step 3: Fill in the same form as on the website.

4th step: obtaining the physical card in person from the club's staff.

One of the most important objectives for the club for the upcoming campaigns is to boost its sales by reducing its cost and improving the attraction of new customers with promotions and discounts.

To reduce costs, it is opting for foreign companies that offer a relatively lower unit cost than British companies. This is why it has had no choice but to set up in new



countries and distribute its product from the various chosen locations. The country chosen is Japan and experts have calculated that the savings are 20% compared to previous methodologies.

Finally, with regard to the creation of promotions and discounts, the club is developing a points-based loyalty strategy through its loyalty card. In this way, members, season ticket holders and the general public can enjoy numerous discounts through its totally free loyalty card where points will be accumulated for matches attended, for the purchase of season tickets for an entire season, for subscribing to its mobile application or for contracting different services such as campuses, trips to watch the team or +CITY TV.

In the Graph 8 we can see a list of the discounts offered by the club.

The following image 9, shows the cycle of the sales process and the strategy for acquiring new customers. At the first level are unknown customers. The objective for the second level is to acquire new customers by offering a valuable service and then seeking repeat customer experience.

Graph 8: Points loyalty program

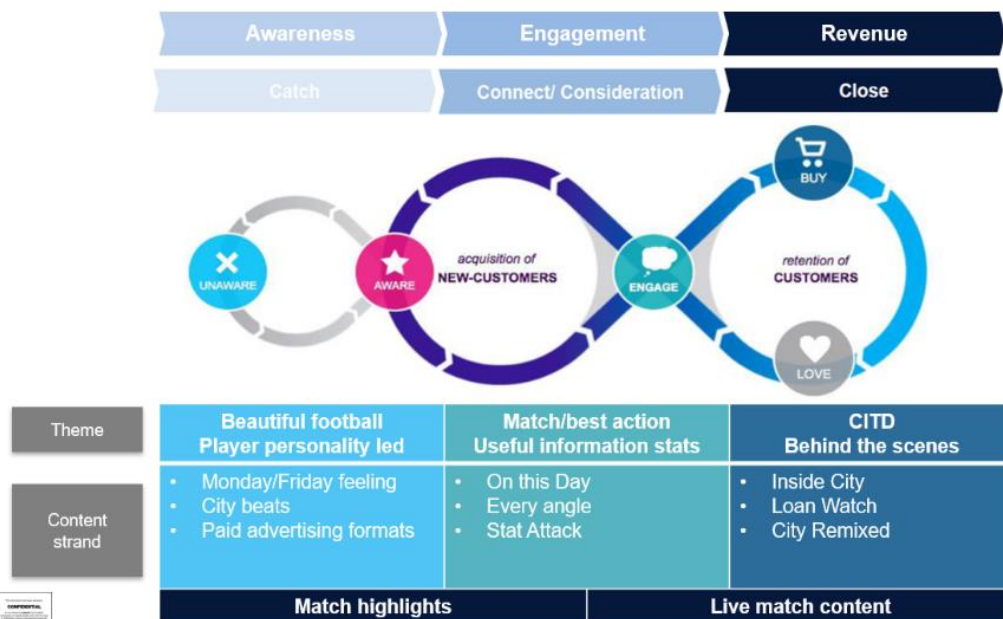
Action 10	Point value
Purchase of a season ticket	30 points
Buying a ticket to a football match	1 points
Subscription to the Club app	5 points
Suscription to the Club TV	10 points
Hiring a campus	10 points
Man City School Subscription	15 points
Purchase of trips to support the team	4 points
Club members for 5 years	30 points
Purchase of the Stadium Tour	10 points

Redeemable value in points	
0-10 Points	10% discount on t-shirts, 15% on tickets
10-30 Points	25% discount on t.shirts, 30% on tickets
30 points or more	10% discount on the season ticket, 50% on tickets, 60% on t-shirts

At the last level, customer retention and loyalty are sought through the communion between the two.



Image 9: Cycle of the sales process and the strategy for acquiring new customers



3 External Analysis

3.1 Macro-environment

In this block, the aim is to study the macro-environment (PESTEL) that affects the club in terms of the general environment.

In this PESTEL analysis, we are going to analyse the political-legal, economic, socio-demographic, technological and ecological framework surrounding the team, in this case, all the parameters related to the country where its activities are carried out, which is the United Kingdom.

3.1.1. Political and Legal Analysis

The UK, like Spain, is a parliamentary monarchy. In the absence of a written constitution, the main source of law in the country is common law, which is influenced by Roman and modern continental law. The Queen is the head of state. Her role is primarily ceremonial, although she continues to exercise three essential rights: the right to be consulted, the right to advise and the right to warn.

Following legislative elections in the lower house of parliament, the leader of the majority party or the leader of the majority coalition is usually appointed as Prime Minister by the Queen for a five-year term. The current Prime Minister is Boris Johnson, leader of the Conservative Party, who has been an early supporter of Brexit. Both on a political level and in his personal life, he has been a controversial figure, but he has the sympathy of his voters, the majority of whom gave him the victory in the 2019 elections. He was previously Mayor of the City of London from 2008 to 2016. As Prime Minister, he is the head of government and has all executive powers, including law enforcement in the country and the management of day-to-day affairs. He also appoints the members of the cabinet.

With the exit from the EU, the political situation remains uncertain because of all that Brexit entails. At the moment, post-Brexit negotiations are still ongoing, talks that are not without tension and controversy, as a firm agreement has not yet been reached. Since then, negotiations on the future trade relationship with the European Union have been ongoing. This situation is of no benefit to companies based in British territory, as this situation of uncertainty generates mistrust in their investments and operations.

If we look at the UK's public sector Corruption Perceptions Index, it was 80 points, which means that people in the UK have a low level of perception of government corruption.

3.1.2. Socio-demographic Environment

English society is characterised by being very particular and reserved. They are generally very hard-working and punctual, which makes them a very productive country. They are very unique, so much so that they have always differed from Europe in many ways such as currency, driving directions and special arrangements that only they have. The United Kingdom is a country with an estimated population in 2020 of 67,747,826 million inhabitants, it is a very populous country and has a population density of 275 inhabitants per square kilometre. Its inhabitants are Christians (Anglicans, Roman Catholics, Methodists, Presbyterians) 59.5%; Muslims 4.4%; Hindus 1.3%; professing unspecified religions 7.2%; agnostics 25.7%.

Official languages in the UK: English (de facto) although other languages are also spoken such as Welsh (Wales), Gaelic (Scotland), Polish (England and Wales) the latter as a result of heavy immigration during and after World War II.



Its investment in public services accounts for 41% of its 41%, lower than other countries such as France and Italy. Like other European countries, it has provided funds for business support for the pandemic situation, and its population has the highest vaccination rate in Europe. According to Our World in data, the UK had administered 67.3 million doses to its citizens by the end of May 2021, with 27.2 million having received the full vaccine, representing 40.8% of the UK population.

3.1.3. Economic environment

Although the UK is one of the top 10 economies in the world in terms of GDP, it has been slowing down since the Brexit referendum in 2016. According to data from the International Monetary Fund, its total nominal GDP in 2020 was €2,373,878m, the 6th largest in the world. Its GDP per capita, which is always a very good indicator of the standard of living, in 2020, was 35,418 euros, ranking 25th out of 196 countries in the GDP per capita ranking.

Moreover, GDP worsened in 2020 due to the COVID-19 pandemic, falling by 2.2% in the first quarter and plummeting by 20.4% in the second quarter, with an annual loss of 9.5%, according to IMF estimates, equivalent to the country's deepest recession since World War II.

According to ICEX (2020), the sectoral distribution of GDP is as follows: 79.7% corresponds to Services 79.7%, 13.4% to Industry, 6.2% to Construction and 0.7% to Agriculture.

UK CPI was 0.6% in 2020, well below 1.3% in 2019.

Public Expenditure in the UK in 2020, grew by €156,162.7 million, or 15.04%, to a total of €1,194,176.1 million. Thus, public spending in 2020 accounted for 50.27% of GDP, up 9.17 points from 2019, when public spending was 41.1% of GDP.

With regard to public debt, in 2020 it was 2,462,276 million euros, with a growth of 239,581 million euros compared to 2019 (2,222,695 million euros). This figure represents 103.66% of GDP, and its per capita debt is €36,736 per inhabitant, placing it among the countries with the highest debt in the world.

On unemployment, measures taken by the government to support the employed and self-employed helped contain the rise in the unemployment rate, which remained at 5.4 per cent in 2020, albeit higher than 2019's 3.8 per cent.

Finally, the UK ranks 9th out of 190 countries in the Doing Business ranking, which ranks countries according to the ease of doing business.

Table 1 shows the growth indicators from 2018 to 2022.

Table 1: UK growth indicators 2018-2022

Indicadores de crecimiento	2018	2019	2020 (e)	2021 (e)	2022 (e)
PIB (miles de millones de USD)	2,00	2,00	2,00	3,00	3,00
PIB (crecimiento anual en %, precio constante)	1,3	1,4	-9,9	5,3	5,1
PIB per cápita (USD)	43	42e	40	46	49
Saldo de la hacienda pública (en % del PIB)	-2,3	-2,3	0,5	-5,0	-4,8
Endeudamiento del Estado (en % del PIB)	85,7	85,2	103,7	107,1	109,1
Tasa de inflación (%)	2,5	1,8	0,9	1,5	1,9
Tasa de paro (% de la población activa)	4,1	3,8	4,5	6,1	6,1
Balanza de transacciones corrientes (miles de millones de USD)	-110,69	-87,65	-106,51	-121,50	-133,55
Balanza de transacciones corrientes (en % del PIB)	-3,9	-3,1	-3,9	-3,9	-4,0

Fuente: IMF – World Economic Outlook Database, Abril 2021

3.1.4. Technological Environment

Technology companies are at the heart of the UK economy, making cities more sustainable and supporting finance, health, industry and transport. However, the uncertainty caused by Brexit has meant that investment in the technology sector has declined in 2020. But it is worth noting that only technology companies based in the City alone have been able to achieve 72% of technology investment, according to ICEX data.

In 2019, UK exported 78,176,113,114\$ in High-technology , in products with high R&D intensity, such as in aerospace, computers, pharmaceuticals, scientific instruments, and electrical machinery.

As one of the most important economies, the United Kingdom continues to play a major role in the development of science and technology. If we analyze the britannic economy, we can see that major technological sectors include the aerospace (for example, BAE Systems is the largest defense contractor in the world, and by the European firm EADS, is the owner of Airbus), motor (Rolls-Royce) and pharmaceutical industries (for example GlaxoSmithKline and AstraZeneca are the second and sixth largest pharmaceutical companies in the world, respectively).

3.1.5. Ecological Setting

The UK is a country concerned about the environment, and has, for years, taken several initiatives in this field. For example, in 2019, the number of incidents considered (419) as serious pollution incidents fell by 18% compared to 2018.

- 812 illegal waste management activities stopped
- Of the 14,000 activities authorised under the Environmental Permitting Regulation, 93% were in bands A and B, i.e. they comply with the conditions of their environmental permits, while 3% were in the lower scoring bands S, E and F, affecting 53 non-hazardous waste plants, 37 landfills, 18 metal waste management plants, 18 bio-waste plants and 24 industries in other sectors (waste water plants or other industries such as mining waste).
- 68% of the waste produced by the authorised centres was recovered, which is 1% more than in 2016.
- The courts fined companies a total of £25.5 million for environmental offences, a huge increase from £8 million in 2016.
- Since 2000, companies have reduced their nitrogen oxide emissions by 71%, sulphur oxide by 93% and fine particulate matter by 51%.
- 5 million tonnes of waste were used to benefit agriculture, 2 million tonnes more than in 2011.
- Ammonia emissions were 88% from agriculture.
- Radioactive discharges fell by 60% in 1995 and by 92% in 2001.
- In terms of bathing water quality, the quality of bathing water decreased slightly compared to 2016 from 98.5% to 98.3% in 2017.

3.2 Microenvironment

3.2.1 Consumer analysis

Manchester City is one of the world's most popular and prestigious clubs with over 600 million supporters worldwide. Consumers are defined as all the fans the club has around the world, whether it is out of devotion, interest or simply sentiment. Defining the demographic location of the consumers would be quite complicated since the club has millions of followers all over the world, but we will be able to highlight those areas with the greatest relevance (Image 10):

The support and backing of the City fans is unconditional and very numerous. The data states that the average number of visitors to the stadium is 54,132 spectators which is around 99% of occupancy. Among other data we highlight that the total amount of time fans have spent watching the team is 20.3 years, third in the whole premiership. Finally, we would like to highlight the reach and expansion of the stadium around the world, where 130,000 foreign people from 115 different countries visited the stadium to watch one of the matches.

Image 10: Geographical areas with great relevance of Manchester City



3.2.2 Competitive analysis

In this section we are going to analyse the main European teams competing with City for the top positions in the UEFA ranking and in some cases also competing for the Premier League.

We will analyse the evolution of the sales of the top European teams with the highest revenues. We will look at market shares by product category to compare the clubs and see which strategies are used by each one.

In the Image 11, we can see the revenue ranking of the highest earning clubs.

Image 11: Revenue ranking of the highest earning clubs



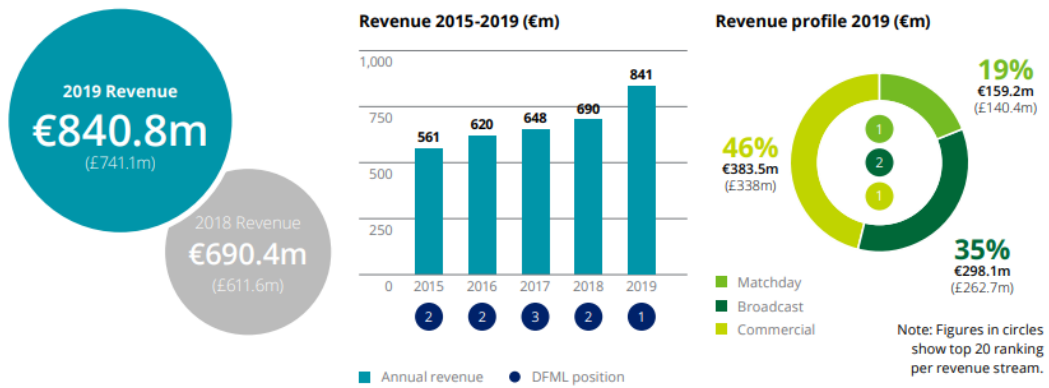
As we can see F.C Barcelona occupies the first place in the ranking of clubs with the highest revenue. Barça has grown from an annual revenue of €150.4 million (22%) to €840.8 million, a figure never reached before. Barça's commercial operation generated €383.5 million, an increase of €60.9 million (19%), which is more than the club's total revenue from the twelfth-ranked Money League club.

F. C. Barcelona

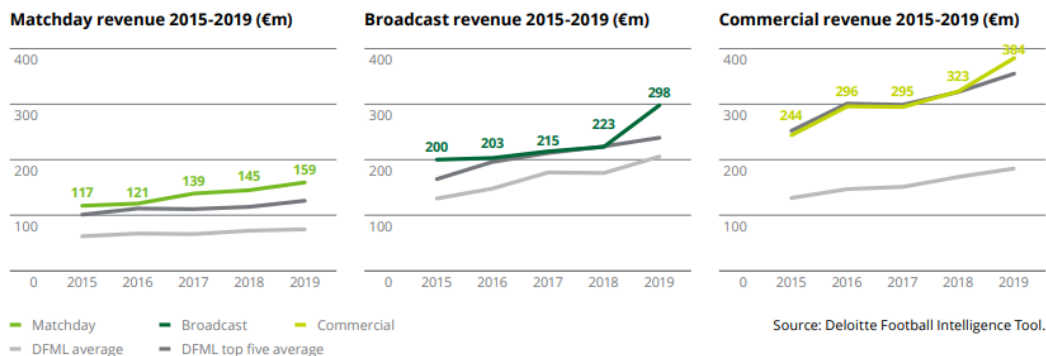
The club has had a strategic plan since 2015 that focuses on diversification and internationalisation of revenue streams.

F.C Barcelona is a clear example of a club adapting to changing market conditions by reducing its reliance on broadcast revenues and concentrating on increasing revenues under its control.

This was predominantly achieved through the decision to bring its licensing and marketing operation in-house giving the club additional control over how its products are promoted and sold and the ability to report this on a gross revenue base.



The greater autonomy has seen this branch of the business alone generate €63 million in its first year, and the club expects further increases in 2019/20.

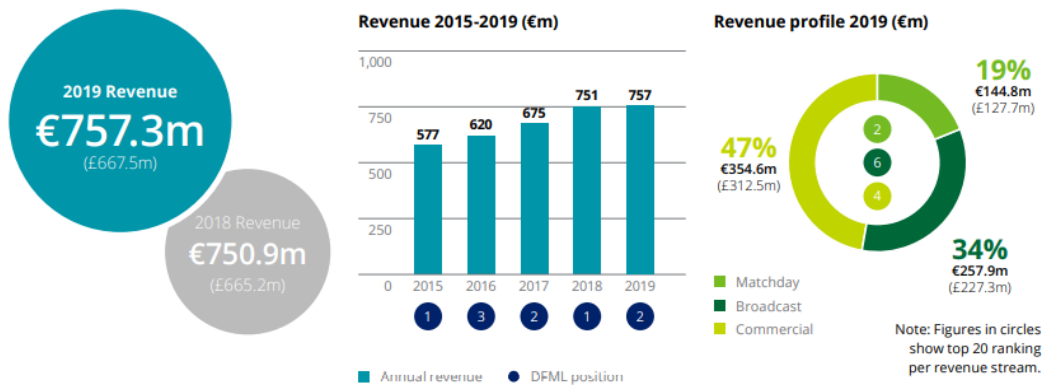


Through the analysis of these tables, we can see how Matchday revenues, i.e. revenues generated on match day from tickets and season tickets or sales services such as catering, have always been above the league average as well as above the average of the top 5 clubs in Europe.

In terms of TV and other media revenues, we can see that the market share has been the highest in the last year, while in previous years it has been on a par with the average of the best clubs. Finally, revenues from Commercials have been on a par with the rest of its competitors with the exception of the last year where the club has been able to carry out a differential marketing campaign that has placed it at the top of the ranking.



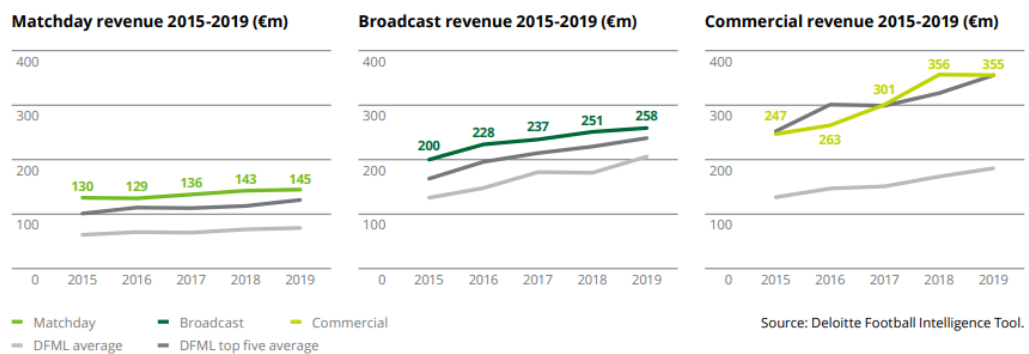
Real Madrid



Real Madrid slipped to second place in this year's Money League after only a €6.4 million (1%) growth in revenue. In their first season without Cristiano Ronaldo, Los Blancos failed to continue their dominance of UEFA's club competition with a last-16 exit in the Champions League ending ambitions of a fourth consecutive title.

This resulted in a reduction of commercial revenues in this year's edition and a loss of its status as the most commercially successful club, proving that it is sporting success that puts you at the top of the rankings.

The extension of the contract with Adidas until 2028 makes it one of the key factors for growth in the coming years, along with an increase in other sponsorship and merchandising revenues.



Real Madrid is undoubtedly the most mediated club in the world and the one with the most fans. This has meant that it is always positioned at the top of the sales and market share rankings.

In both ticket and TV revenue Real Madrid has been able to outperform its rivals in the last 5 years, reaching really important figures. In 2019 the club recorded a



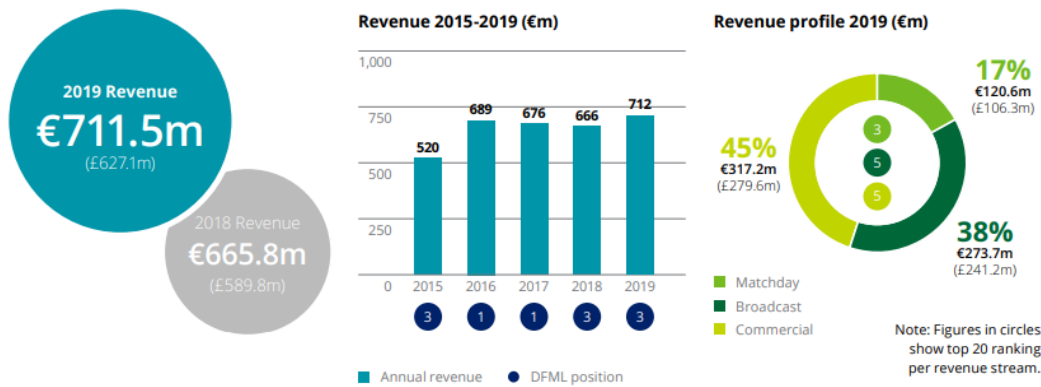
revenue of 145 million euros in ticket sales and 258 million euros in television rights, second only to FC Barcelona.

In terms of Commercials revenue it is not one of the best performing clubs as teams such as Manchester United have been able to make a higher profit with more successful marketing campaigns thanks to the good commercialisation of English football.

Real Madrid has to look for new routes of expansion in order to continue to have the right development to stay in the top positions of the ranking as well as to improve its sporting results by regaining the La Liga throne occupied by F.C. Barcelona in recent years and to reach the final stages of the UCL.

Manchester United

Manchester United remains in third place for the second year in a row, despite revenues up £37.3 million (6%). This was driven almost entirely by a return to the Champions League, UEFA's improved distribution of new rights and the Red Devils reaching the quarter-finals.

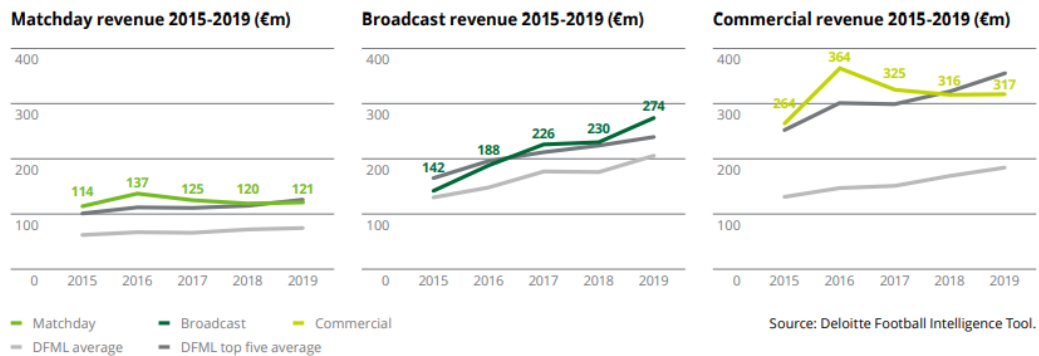


Match day revenues and commercial activity are controlled by the club and remain stable. This is partly generated by the timing of negotiations and the absence of major commercial renewals.

It also highlights how difficult it is to continually improve revenues when performances on the pitch are declining. With the club failing to qualify for the Champions League in 2019/20, Manchester United find themselves in a precarious position in terms of the Money League.



Even so, its sponsorship contracts, its brand image and its merchandising around the world continue to sustain the club as it is the top earner in marketing and promotion. A competitive advantage that allows the club to remain at the top of the rankings every year. Far from the sporting level of the top clubs, it continues to compete in the Money League as one of the most influential clubs in the world.



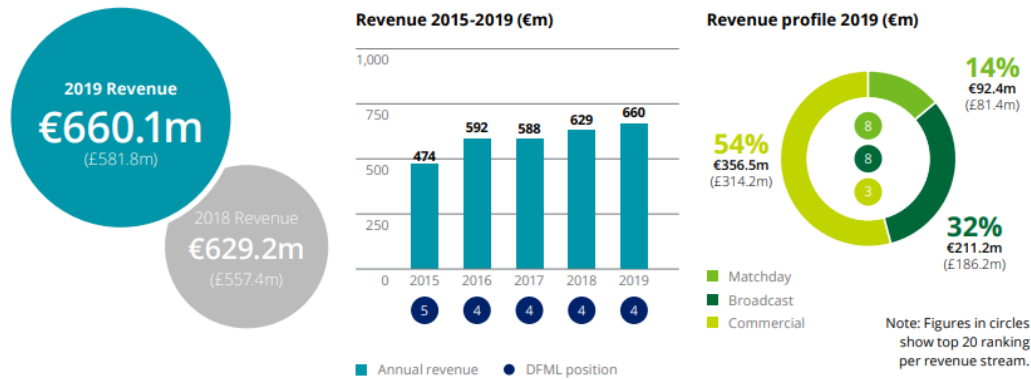
Manchester United is the club with the second highest revenue per Commercials on average, which has allowed it to occupy the first place in the ranking for many years. However, due to its sporting performance in recent seasons, with no Champions League qualification and only the last runner-up in the UEFA League, the club has seen its television revenue penalised, placing it in the average of the rest of its competitors when it should be differential in this section due to the great impact that English football has. It is hoped that this year, with the runner-up spot in the UEFA League, it will be able to improve on these results.

In terms of ticket revenues, it has behaved in a similar way to the rest of the clubs, remaining within the average every year without growing too much in this area.

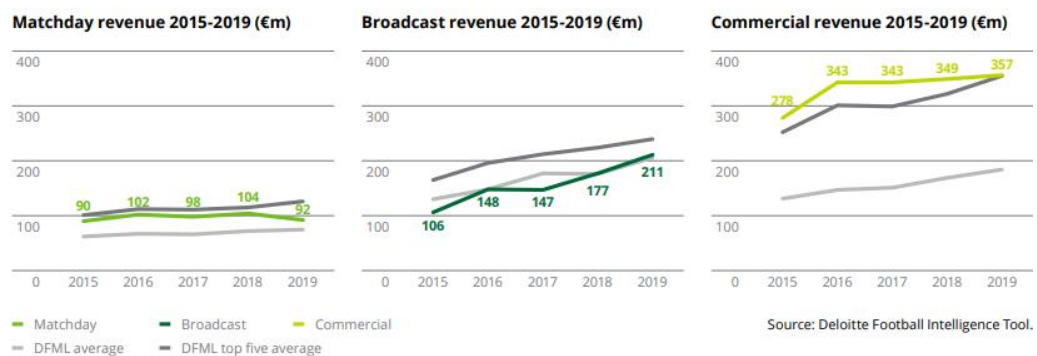
[Bayern Munich](#)

Bayern Munich maintains its place in League Money, occupying fourth place for the fourth consecutive year. The club achieved revenue growth of €30.9 million (5%), with broadcast revenue up €34.5 million (20%) due to increases in UEFA and domestic distributions. Commercial revenues grew by €7.8 million (2%), but this was offset by a decrease of €11.4 million (11%).





UEFA distributions increased despite a decline in Champions League performance, as Bayern were eliminated in the round of 16 compared to a semi-final appearance in 2017/18. Bayern are clearly the top German club in the Money League and this was highlighted on the pitch as the club won the German Cup and Bundesliga. Bayern Munich's recent German dominance is further highlighted by the fact that last season's Bundesliga title was their seventh consecutive win.



The German club is the team with the highest profits in the field of Commercials among its competitors and is the undisputed leader in this field with a differential result compared to its competitors.

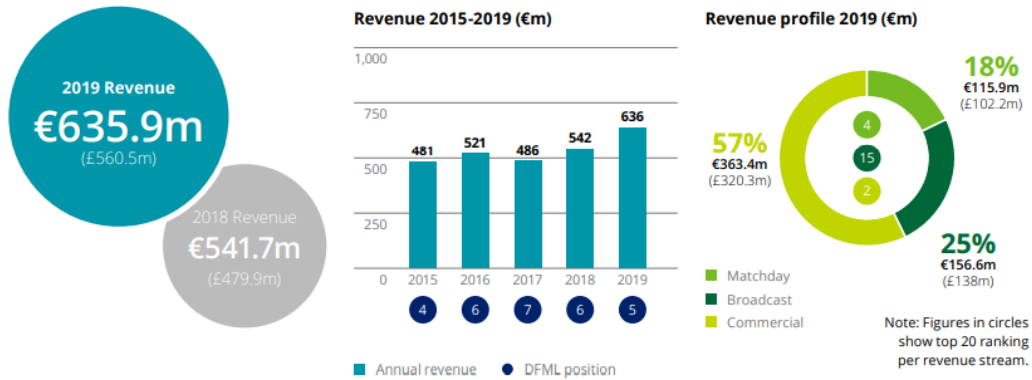
In terms of TV revenue it is among the lowest due to the low impact of German football compared to the Premier League and La Liga. It is clear that this is a factor that penalises it a lot and does not allow it to have reached the top of the ranking.

Finally, the area of ticket prices is also a deficit for the club, as ticket prices in Germany are much lower than in other countries, which prevents them from being



able to earn the same amount as in other countries and are always below average.

Paris Saint-Germain



The 2018/19 season saw impressive double-digit percentage growth across all revenue streams for Paris Saint-Germain, as the club climbed to fifth place in League Money, its highest position since 2014/15. The signing of five new partners, as well as contract extensions with six global brands, drove commercial revenue growth of more than €50 million (16%) to a total of €363.4 million, the second highest in League Money history.

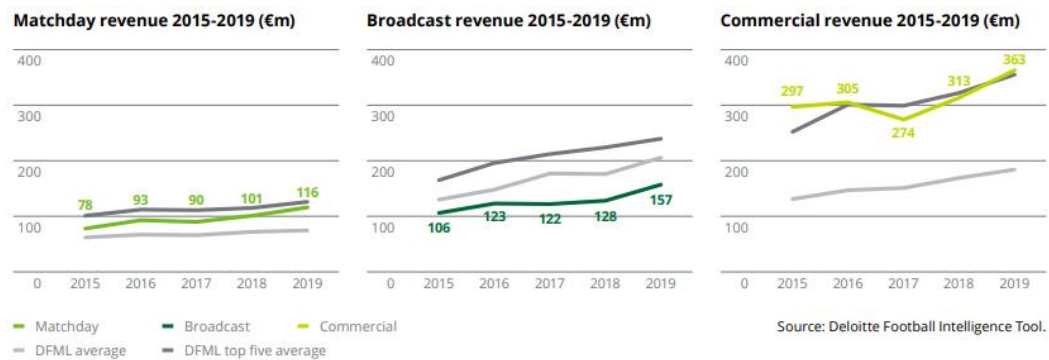
In the football industry, the Parisians continue to disrupt the status quo, focusing on innovative ideas and industry leaders to develop. 2018/19 saw their collaboration with Nike Jordan drive a surge in merchandising sales as with the innovative third kit that became a popular piece of streetwear.

While the iconic Champs Elysees shop has always served as a flagship the recent foray into fashion has gained momentum, as club colours were again on display at Paris Fashion Week, and PSG managed to blur the line between football and entertainment.

Paris Saint-Germain is a club that has never belonged to the ranking of the most prestigious clubs. But since the arrival of the investment group led by Al-Khelaifi, the Parisian club has seen a meteoric rise in recent years.

It is the club with the lowest revenue of the top 5 because it has a very significant drawback: it plays in the French league, which is considered to be only the 5th most powerful league in Europe. This is a key factor in explaining its revenue, as

it is clear that the media impact it has is conditioned by the low visibility it has, especially around the world.



Their ticket revenues are below the average of the clubs shown, with their best record in 2019 being 116 million, placing them better than Bayern Munich, but below the rest.

As we have already mentioned, their TV revenues are far behind the rest of the top clubs and even below the average of European clubs.

Finally, the income from Commercials is the key factor for the Parisian team to be able to compete with the rest of the clubs, as the campaigns they have launched in recent years have had a great economic impact and have elevated the club to this position. The arrival of players such as Neymar and Mbappé has meant that the club has taken a media leap and that the big brands have wanted to associate themselves with the French capital club, such as Nike Jordan, generating one of the best advertising contracts in recent years.

3.2.3 Market analysis

The markets served by City are composed of two types of customers:

On the one hand, it sells the product domestically in the UK where the latest figures indicate that the English club's matches were watched by 36 million viewers.

On the other hand, at the international level, where today the bank's largest source of revenue is found with an audience of 193 million customers (Image 12).

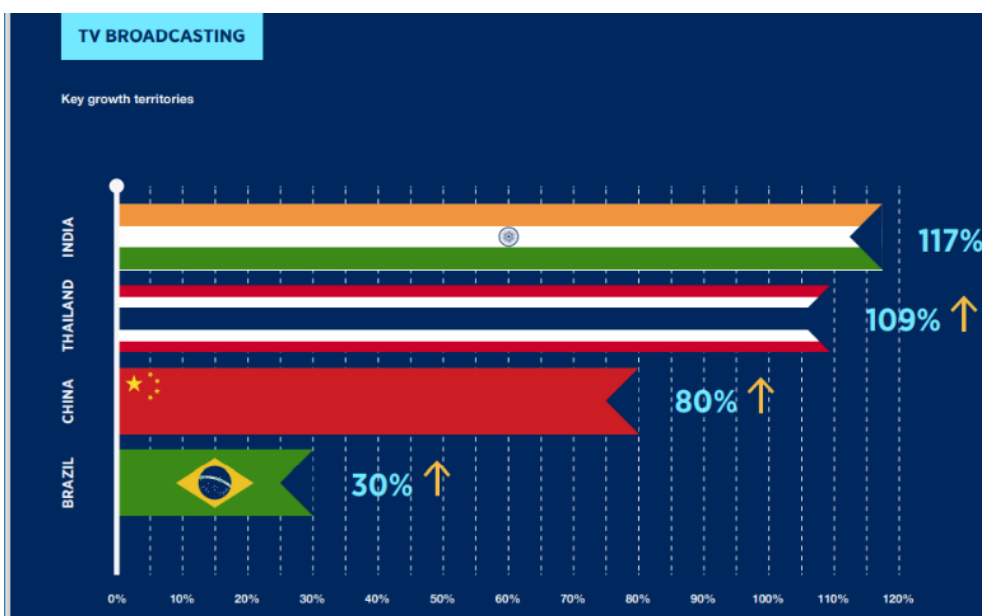
Image 12: Number of Premier League's viewers by geographical area



Image 12 shows that consumption in the UK is growing at an annual rate of 12% while in the rest of the world it is growing at a rate of 16%. This speaks to the potential of the City product and the visibility that the club's matches generate across the globe.

Now let's look at the potential markets that the club is looking at to further expand the sale of its product. The increase in the audience of football on TV in certain countries has made them strategic places to market the package of matches due to their great growth in recent years. The most prominent countries are shown in Graph 9 below.

Graph 9: TV Broadcasting



These are clearly emerging countries with large economies that are trying to catch up with developed countries by investing heavily in progress and expansion.

The fastest growing country in this respect is India with an annual growth of 117%. This is followed by Thailand with 109%, making them the two main target markets for the coming years.

Finally, China is at 80% growth while Brazil is at 30%.

Therefore, we can deduce that potential markets will be mostly located in Asia and South America.

3.2.4 Identifying segments

Marketing strategy is fundamental for business development, but a good segmentation of the target audience to understand how each group behaves is vital for the good functioning of the company.

In addition to geographical distribution, the club also contemplates segmentation based on age and gender. These are the main groups that the company groups together to boost its marketing strategy:

Age segmentation

- Children (4-14 years)

It is a group that is limited by match schedules but is a very important asset as the family environment accounts for a large part of ticket sales. The presence of children tends to be greater on weekends as they do not attend school, while during the week their participation is drastically reduced, with the exception of public holidays. To integrate children into the club, the Mancunian club has designed a marketing strategy based on three distinct vehicles:

1. The kids app

A platform dedicated to children with videos, games and activities for their entertainment.



It is available across all platforms on iOS, Android, websites and streaming TV.



Innovative interactive features with content designed by young Bloggers. Designed to seed group activities.

2. Schools and campuses

Dedicated spaces for children that seek to promote their physical and social development through training and socialising with their peers.



An experience that includes trips, events, training and competition. A perfect tool for the integration of new generations to the values of the club.

3. Fan zone

More than 16,000 children and families attended the brand new Manchester City Kids Fan Zone following its relaunch for 2018-19.



Held at the City Football Academy's indoor pitch before the weekend's home games, it included a variety of activities such as zorb football, games and inflatables. Of course, prize giveaways, shows with club mascots Moonbeam and Moonchester, player visits to the children's academy, match tickets and much more.

Free to all, the events proved to be a great success and also provided the blueprint for our first "Same Goals" festival in March, as part of the "Same City, Same Passion" campaign.

- Young people (14-25 years)

Young people are a strategic group as they are not the ones with the greatest purchasing power, but they are the most abundant supporters. Their energy and devotion to their colours make them a very interesting group, especially at away games where travelling is required.

They tend to be the biggest ticket buyers in a regular season and the biggest ticket buyers in all competitions. The club has launched an initiative to allow Manchester students to attend matches with tickets at very affordable prices.

This strategy is carried out in those competitions with less visibility such as the cups and allows to fill the stadiums with young people who in the future could become members of the club.

- Adults (25-90 years)

The club's strategy with adults is based on attracting members and season ticket holders. This is the group with the greatest purchasing power and the one that contributes the most income to the club. One of the strategies that has been implemented is to facilitate the means for the sale of season tickets and boxes.

In past seasons season tickets were purchased at the beginning of the season and included all competitions without exception so that the vast majority of customers paid for matches they did not attend. This year the club has decided to change its policy by marketing season tickets for each competition and all matches of the year are available for sale before the start of the season.

This ensures that you can attend the matches you are interested in without running out of tickets, and if you are unable to attend for any reason, your money will be refunded.

Segmentation by gender

- Women

Women make up 40% of the global fan base. It is undoubtedly the group with the greatest potential for growth, which is why the club has designed a strategy based on promoting equal opportunities by supporting campaigns in favour of the inclusion of women in all social spheres. In addition, it has encouraged the growth of women's football by creating its own team and investing in its development and success on the pitch, hoping to find greater interest in women's football and an increase in the number of female fans in the stadiums. The following table shows



the percentage of female fans in each country in relation to the total number of fans:

% OF FOOTBALL FANS WHO ARE FEMALE

COUNTRY	% FEMALE	FANS (m)
Global Fans	42	478.74
Thailand	44	17.59
USA	42	30.31
Korea	41	8.70
Brazil	41	30.63
Germany	39	13.38
France	38	8.54
Indonesia	37	25.23
UK	36	8.18
Australia	36	1.63
Japan	33	11.27
India	32	40.04



In Thailand, women represent approximately half of the fans in the country, which speaks to the importance of the female football fan base today. They account for 478,000 women across the country, making it the most influential territory of all.

3.2.5 Distributors

Analysing the physical distribution carried out by the club, we are going to focus on the distribution of shirts. For their manufacture, the company delegates responsibility to the brand that wears the shirt, in this case PUMA, which is responsible for the manufacture of all the club's shirts and sports equipment, both for use by the club and for commercialisation. Therefore, the club's work specialises in distribution rather than manufacturing. The club has a logistics network in all the countries where the sale of shirts takes place. They are the strategic points where the distribution to all the cities starts.

In the case of England, the club has logistics warehouses where it stores all its merchandise in major cities such as London, Manchester and Liverpool. In this way they work with small local companies that take care of distribution from these locations. The most important points of sale are summarised in the club's official shops throughout the country, large stores such as shopping centres (JD, Decathlon, Twinner, Base Detail Sport, Décimas, Intersport, Atmósfera Sport, Total Sport, Deportes Cronos, Point Sport, Futbol Factory or Soccer Factory). For the worldwide distribution of shirts, the club has the mission to keep costs as low as possible from PUMA's headquarters in Germany. The main routes used by the club are sea and road transport as other means such as air transport are much more expensive.



3.2.6 Stakeholders

Stakeholders are all those people or entities affected to a greater or lesser extent by the decisions and activities carried out by a company and that help it to function correctly.

In this section we will analyse the company's main stakeholders and their relationship with the company:

- Investors

The club's main investors are Abu Dhabi United Group which owns 77% of the company's shares, Cinemas leading media and entertainment conglomerate CMC Inc. representing 12% of the shares and Silver Lake which holds a total of 10% of the company.

- Clients

Customers represent the most important stakeholder group for the club as the service and strategies are aimed at satisfying their needs, so it is essential to create a close and friendly relationship with them.

The company's main customers are men between 35-55 years of age, as they are the ones who spend the most money on the purchase of season tickets or subscriptions to watch football at home.

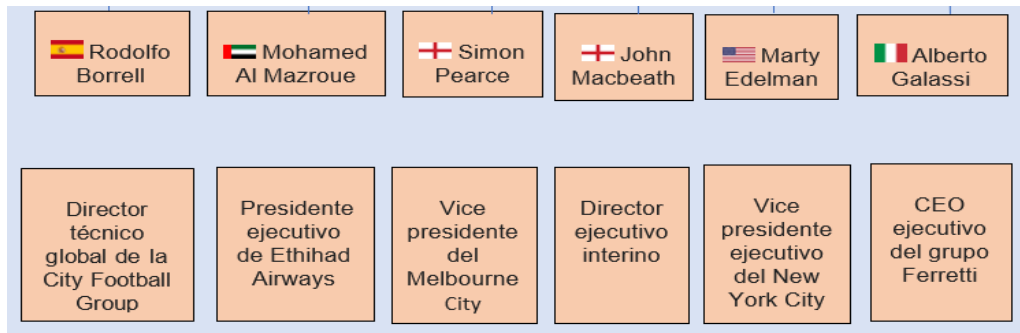
- Workers

The club considers its workers as an essential part of its project, creating a sense of family belonging and promoting the values of respect, effort and ambition among the indispensable requirements for working at the club. It should be emphasised that the club did not apply a salary reduction to any of its workers, even if the government authorised it to do so, which speaks of the commitment the club has shown to its workers.

- Managers


Managers have a direct relationship with the club, are in charge of directing all areas of the organisation's work and are responsible for the results obtained. They are the most changeable stakeholder group as the demands are very high, it is normal for management positions to rotate quite frequently, which is why they are also the most highly paid and best qualified stakeholder group.


These are the main managers:





- Partners


Partners are one of the most relevant groups for the company as its brand is spread all over the world and needs the collaboration of other organisations to manage the City group. They usually have a very structured and defined working model that prioritises homogeneity among its subsidiaries to create a perfectly recognisable brand image worldwide. These are the main partners the club works with:

 Ghana Football Association: Manchester City has an agreement with the Ghana Football Association whereby each season they will exchange their respective expertise in player development.

 WilmingtonHammerheads: As a condition of its existence in MLS, New York City FC along with all MLS clubs is expected to affiliate or own a club in the second tier of US Soccer. Instead of opting for home turf for its B team, NYCFC signed an affiliation agreement with Wilmington Hammerheads of North Carolina. The affiliation was extended for the 2016 season, and ended when the Hammerheads dropped to the amateur Premier Development League on 29 September 2016.

 Long Island RoughRiders: New York City FC signed a partnership agreement with Long Island Rough Riders of the Premier Development League in April 2016.

 San AntonioFootballClub: New York City FC signed an affiliation agreement with San Antonio FC of Texas in 2017, replacing its previous partnership with the Wilmington Hammerheads. Their partnership involves close cooperation in player training and scouting, as well as a mandatory commitment to loan at least four players.

 Atlético Venezuela Club de Fútbol: Manchester City signed a partnership agreement with Venezuelan Primera División side Atlético de Venezuela in April



2017. The agreement will allow both parties to share scouting data and also included the management of training apparel.

- Right to Dream Academy: Manchester City have a partnership with the Right to Dream Academy that allows them to pick the best players from the academy. Rumours have circulated that City had bought the academy, although this has never been confirmed.

4 SWOT Analysis

This is the SWOT analysis of the club:

Graph 10: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Entity with great purchasing power and own financing. • Great expansion in the purchase of clubs and in the enhancement of the brand image • Generation of soccer talent worldwide. • Great power of influence • Business diversification • Increase in income from sporting successes in 2020-2021 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • It is not considered a media club • Generates a bad reputation for the origin of financing from oil business. • Bad image generated by participating in the design of the new European Soccer Super League. • Lack of important international trophies (Champion League) that partially weakens its club image.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Penetration of new emerging international markets • Media growth in the world • Opening of new business lines 	<p>THREATS</p> <ul style="list-style-type: none"> • The financial and social effects of the Covid-19 pandemic. • Lack of international consolidation among the major clubs due to the failure to win international titles, which detracts from their notoriety and financial income compared to other more successful clubs. • Loss of interest by the main investor group (77%), which could sell its shares and weaken the club.

STRENGTHS

- ✓ Entity with great purchasing power and own financing power due to the strength of investors and its recent results.
- ✓ Significant international expansion with the purchase of 10 new clubs in different countries, which generates more notoriety.
- ✓ Its commitment to working with grassroots football in different countries with the purchase of these clubs allows it to have a large pool of young talent.
- ✓ Its growing worldwide recognition makes it a football and economic reference club.



- ✓ The successes of the last 2020-2021 campaign allow it to improve its income levels compared to previous years.

WEAKNESSES

- ✓ It is not considered a media club: Unlike other clubs such as its "direct rival" Manchester City, Arsenal or Tottenham, it is not a particularly media club, which detracts from its external visibility and lack of global following.
- ✓ It generates a bad reputation because of the source of funding which is in some respects opaque and has been investigated for violating Financial Fairplay.
- ✓ Its recent attempt to create a European Super League has damaged the club's image among its fans and the general public, which could make it difficult to attract new potential sponsors, as well as putting it at odds with the Champion League's top management and potentially subject to sanctions in the future.
- ✓ The lack of major international trophies (Champion League) weakens its image as a powerful club and does not allow it to consolidate itself among the most prestigious clubs such as Manchester United, Chelsea, Real Madrid or FC Barcelona among others. In its trophy cabinet it only has one UEFA Cup Winners' Cup 1969-70.

OPPORTUNITIES

- ✓ Increased notoriety and presence in emerging football markets, which can generate important future benefits in terms of attracting football talent and financial profitability.
- ✓ It is not considered a media club: Unlike other clubs such as its "direct rival" Manchester City, Arsenal or Tottenham, it is not a particularly media club, which detracts from its external visibility and lack of global following.
- ✓ Increasing its notoriety at a global level, which may allow it to improve its future income from the sale of image rights and merchandising, among others.
- ✓ Opening of new lines of business that could bring new sources of income and new followers and notoriety.

THREATS

- ✓ COVID-19's pandemic crisis has reduced its income and compromised some future investments and maybe reduce the number of spectators in football stadiums.
- ✓ Although it has improved its international image, the fact that it only has one international trophy undermines its credibility and may threaten its revenue forecasts by downward negotiation of its rights and image.



- ✓ Depending mainly on one investment group poses a great threat in case it loses interest and decides to sell its shares to other investment groups, which would destabilise the club financially and in sporting terms. It is important to try to diversify the capital invested in the club.

5 Definition of Desired Positioning and Target Audience

The target audience is partly the audience that is currently being targeted. But given that the club is growing, it would be serious:

In the UK:

- Club Members
- Club supporters
- Football lovers
- All of them differentiated by age groups 0-14 years, 15-18 years, 19-30 years and 30-90 years.

Rest of the world:

- Club followers with the same age pattern
- Football fans with the same age pattern

The desired positioning is: *to be a highly visible English sports club based on social and sporting values that cares about the people of the club (players, employees) and its members and supporters.*

6 Objectives:

- **OBJ1: Obtain at least 3 new sponsors** that will improve the current financial conditions of the club and also help to improve the club's image.
- **OBJ:2:** To continue to focus on sustainable growth without inebting the club, i.e. the financial years at the end of the year must be positive and in the case of being negative, reduce expenditure or balance the accounts so as not to generate losses. In this sense, for the 2021-2022 season, the

aim is **to increase the budget by 15% more** in accordance with the expected income from winning the Premier League and the League Cup and the runner-up position in the Champion League in the 2020-2021 session.

- to place it among the 5 most followed and recognised clubs in the world.
- **OBJ3: Obtain 15% more profitability from TV rights** through new marketing channels such as the incorporation of the brand in advertisements or being the pioneering image of the Premier League around the world. Specifically:
 - 15% annual growth in Match Day revenues.
 - 12% annual growth in Broadcast revenues.
 - 10% annual growth in commercial sales of T-shirts, kit or products related to the club's brand.
 - Increase social media followers by 15% annually through a strategy based on the integration of fans that can be extended to more countries.
- **OBJ 4: Improve sporting results:** Consolidate the Premier League and Achieve the Champion League in 2021-22.
 - Win the FA Cup, League Cup and Community Shield. In 2021-22
- **OBJ 5: Establish commercial relations with South America.** Start of commercial negotiations for the opening of schools and teams with the club's brand, specifically to **open 2 new schools:** one in Brazil and one in Argentina.

7 Strategies

- For **objective 1**, a strategy of differentiation and repositioning of the brand will be developed in order to influence the sporting results obtained (Premier League Championship 2020-2021, runner-up in the Champion League 2020-21) and its social policy.
- For **objectives 2 and 3**, we will develop a strategy of differentiation, brand repositioning and branding.
- For **objective 5**, we will develop a strategy to penetrate new markets.



8 Marketing Mix Actions

- ✓ **Objective 1:** increase the number of sponsors by 3.
 - **Strategies:** Brand differentiation and repositioning
- ✓ Great expansion of the brand image
- ✓ **Target audience:**
 - Young people aged 5-18 years
 - People aged 30-90 years
- ✓ **Desired positioning:** Sports and social club with social and educational awareness
- ✓ **Actions:**
 - Social marketing actions: social awareness campaign for young people to transmit values such as solidarity, help for people with difficulties, integration of young people with problems, transmission of successful campaigns with the testimony of people who have overcome difficult situations with the support of the club.
 - Fundraising among partners to finance these activities
 - Create a social marketing programme, where young people with financial difficulties, mobility problems or social problems are invited to watch club training sessions and matches, supervised by club staff.
 - Social Media campaigns (Facebook, Twitter and Instagram. Also on Youtube, and creation of a corporate blog focused on these activities.
 - Mainstream media: British sports press, DAZN Radio and Television.
 - Discounts on annual season tickets for young people aged 15-30.
 - Encourage youth football consumption at club matches through a more innovative and attractive promotional campaign.
 - Increase the commercial team staff by 20% by 2022 (from 10 to 12 people).

- ✓ **Objective 2:** Increase the club's income by an average of 15%.
- ✓ **Objective 3:** 20% improvement in the club's visibility.
 - **Strategies:** Differentiation and brand repositioning.

Target Audience: Young people 15-30

Positioning: For young people to identify more with the club



Actions:

- Promote match viewing by creating entertainment platforms that connect young people to football. Example: Mobile games to interact with friends that have to do with match events, results, opinions, ratings, competitions or betting. Budget €80,000
- To carry out a marketing campaign on the club's values so that people become aware of the working methodology and the transparency with which the club operates.
- Promote social responsibility work to gain people's respect.
- Add more investors to the group to spread the financing of the club more evenly.
- Continue marketing the brand image in emerging markets (Southeast Asia, Thailand, Singapore, and Latin America, Uruguay, Argentina, Chile, Brazil). Budget €400,000
- Raffle some trips to see the match at Manchester City stadium. Budget 50.000€.
- Increase the staff of the commercial team by 20% by 2022 (from 10 to 12 people). Budget 120,000 euros

Repositioning: To be a more interdisciplinary and multicultural club:

- **Strategy:** Market penetration in emerging markets and business diversification.
- **Actions:**
 - Acquire a football team in North Africa (Morocco or Egypt) to discover the market in this continent. Budget: €100,000
 - Attract African players to connect people to English football. Budget: €50,000
 - Sign commercial agreements with companies in Africa to expand the brand image. Budget: €100,000
 - Establish diplomatic relations with the main African governments for the training of players and the creation of football schools. Budget: €100,000
 - Coordinate club tours to these countries to give people a closer look at the players and their games.
 - Sale of a private pay portal to watch football.

- Acquisition of a team in another sport (men's rugby) or motorcycling to establish itself in other markets. **Budget: €50,000**
- ✓ Opening of new business lines

Target audience: women aged 5-18 (recruitment of future female players) and teenagers aged 18-plus (recruitment of female followers).

- **Strategy:** Market diversification with the aim of attracting female audiences.

Actions:

- To develop a range of beauty products for women. **Budget: €200,000**
 - To engage the female audience in the mission to expand women's football. **Budget: €100,000**
 - Promote and invest more in the women's first team to increase TV rights revenue. **Budget: €300,000**
- ✓ To improve leverage and visibility by 20%.

Target Audience: Children aged 5-16 years

- **Strategy:** Market development

Repositioning: To be the club with the most youthful influence in the coming years.

Actions:

- Allow free admission for children under 7 years of age.
- Create events for children with activities and education. **Budget: €100,000**
- To recruit children for its campuses with the idea that they will become supporters of the club in the future. **Budget: €100,000**

- ✓ **Objective 4:** Improve sporting performance

- **Target audience:** World-class players
- **Strategy:** Specialisation:

Actions:

- Recruit new players to improve the technical and physical level of the current squad. **Budget: €100,000,000**
- Sale of players of no interest to the club



✓

✓ **Objective 5:** Increase visibility in Latin America.

- **Strategy:** Market penetration:
- **Target audience:** all audiences, but especially children aged 5-14 years.

Actions:

- Open 2 schools in Argentina and Brazil respectively. Establish diplomatic relations with the main African governments for the training of players and the creation of football schools. **Budget: €500,000**
- Open a headquarters in the US from which to coordinate expansion on the South American continent: **Budget: 300,000€.**
- Coordinate club tours to these countries to give people a closer look at the players and their games. **Budget: €100,000.**

9 Budget

Expected income (€)		Expected expenditure (€)	
<u>Platform for sale</u>	500.000	Debts consequence of Pandemic	126.000.000
<u>Sale of players</u>	50.000.000	Small expenses	10.000.000
<u>Broadcast revenues</u>	10.000.000	List of players	190.000.000
<u>Revenue ticken-in</u>	50.000.000	Facilities, staff...	120.000.000
<u>Revenue credited</u>	40.500.000		
<u>Merchandising income</u>	40.000.000		
<u>TV rights revenue</u>	260.000.00		
<u>Total income</u>	451.000.000	Total expenditure	446.000.000
		Superavit balance	5.000.000



10 Timetable or Implementation Schedule

July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
Fundraising among partners to finance these activities	Open 2 schools in Argentina and Brazil respectively.	Allow free admission for children under 7 years of age.	Creating a social marketing programme	Creating a social marketing programme	Recruit new players to improve the technical and physical level of the current squad.	Sale of players of no interest to the club	Acquiring a football team in North Africa	Create events for children with activities and education.	Sale of a private pay portal for watching football	Add more investors to the group to spread the club's funding more evenly.	To develop a range of beauty products for women.
Mainstream media: British sports press, DAZN Radio and Television.	Coordinating club tours with these countries	Increase staffing of the commercial team by 20% by 2022	Acquisition of equipment from another sport	Continuing to market the brand image in emerging markets			Engaging women's audiences in the mission to expand women's football				

11 Control

Monitoring of marketing actions will be carried out by the club's strategy and marketing managers. Monthly controls will be established for all of them.

July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
Fundraising among partners to finance these activities Recruit new football players	Open 2 schools in Argentina and Brazil respectively.	Allow free admission for children under 7 years of age.	Creating a social marketing programme	Creating a social marketing programme	Recruit new players to improve the technical and physical level of the current squad.	Sale of players of no interest to the club	Acquiring a football team in North Africa	Create events for children with activities and education.	Sale of a private pay portal for watching football	Add more investors to the group to spread the club's funding more evenly.	To develop a range of beauty products for women.
Mk Team Manager Area Sportive area	Mk Team Sportive area Financial Dept	Staff area MK Team	Mk Team and Commercial Dept	Mk Team Commercial Dept.	Manager and Sportive Area	Manager and Sportive Area	Manager and Sportive Area Financial Dept.	Mk Team Sportive area	Mk Team and Commercial Dept.	Mk Team and Commercial Dept Manager Area.	Mk Team and Commercial Dept.
Mainstream media: British sports press, DAZN Radio and Television.	Coordinating club tours with these countries	Increase staffing of the commercial team by 20% by 2022	Acquisition of a team from another sport	Continuing to market the brand image in emerging markets			Engaging women's audiences in the mission to expand women's football				
Commercial Dept.	Commercial Dept Sportive Area Mk Team	Commercial Dept Managerial Area	Sportive area and Managerial Area	Mk team			Sportive dept Mk Team Commercial Dept.				

12 Personal assessment

Personally, I found it very interesting to analyse the marketing project developed by a football team, in this case Manchester City.

We know that these are companies that generate millions in revenue and bear very large expenses, but I was not aware of the strategies that were in place to generate such revenue.

You realise a lot of things when you do the research work, you realise how demanding the clubs are, not only on a sporting level, but also on a financial level. The sporting performance of the clubs is crucial for the accounts at the end of the year. The efforts of the clubs are aimed at improving the squad every year, as the sporting performance and the results will determine the clubs' profits.

However, they do not only focus on the sporting field, but must also succeed in many other areas such as shirt, product or ticket sales. The recruitment of qualified staff is vital to sustain the project and to ensure that there is cohesion between the objectives of all areas of the company.

These are companies that not only sell a service, but also represent the feelings and values of many people, so their success must not only be economic but also social. They are organisations that are exposed to a constant media impact where their reputation and image are under constant scrutiny.

The key to success in the world of football lies in conviction and maturity, as the teams that do best in the face of criticism or poor results are the ones that are most successful in the long term.

A united, hard-working and consistent structure is highly likely to succeed as this will have an impact on sporting performance, as well as on the functioning of the other departments of the club. In the fight for the European and national throne, there is little margin for error, which is why big teams like Manchester City must demand optimum performance on a daily basis.

In the comparison with other clubs at the same level I have been able to see the different strategies of the other teams. In general terms, City's strategy is very complete, having grown in all areas every year. It is the team that has grown the most in terms of revenue, membership, communication, profits and social impact



over the last 10 years. That's why they hire the best people in the hope that the project will continue to move forward each season.

Finally, I have to say that I have learned a lot from the management of this club, it has involved me in the work on a permanent basis and has generated tremendous curiosity in learning about its business and marketing model.



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