THIRTEEN FAMILIES OF COMMERCIAL REVENU

Commercial

Commercial = everything that produces money outside the sporting area, media rights included. Outside it: sporting revenue (transfers, prizes, solidarity) and financing (public money, owner, loans). Track the commercial share every year. Behind every source stands a person with a name; a source without a person does not produce.

1 · TV and media rights

Central deals negotiated by the league; own broadcasting. Inside: management · outside: league, broadcasters.

2 · Ticketing

Tickets, season tickets, hospitality and boxes, group packages. Inside: ticketing / commercial · outside: ticketing platform.

3 · Membership

Belonging and its benefits, paid every year. Inside: supporter relations.

4 · Merchandising and licensing

Official products, physical and online shop; licensing your brand to others. Inside: retail / commercial · outside: kit maker, producers, licensing agencies.

5 · Sponsorship and advertising

Partners, arena name, advertising spaces. Inside: partnership manager · outside: sponsors, agencies.

6 · Food and drinks

Run, rented or shared. Inside: operations · outside: caterer.

7 · Digital

Monetising content, audience and databases — a commercial decision someone has to make and sell. Inside: digital manager · outside: platforms.

8 · Experiences

Tours, museum, meet the players, mascots, birthdays. Inside: events manager.

9 · The arena outside matchdays

Rentals, concerts, conferences, parking. Inside: events manager · outside: event organisers.

10 · Academy and grassroots

Fees, camps, holiday schools, tournaments. Inside: academy coordinator.

11 · Own events

Galas, tournaments, friendlies, open training camps, legends match.

12 · Programmes for companies

Business club, company events, team-building. Inside: business club manager.

13 · Donations and fundraising

Supporters, companies and foundations giving for a cause. Inside: foundation or community officer.

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Commercial

Preparing the ground

Community gives people · brand gives meaning · calendar gives moments · match gives story and experience · communication gives attention.