

**FC BARCELONA SUPPORTERS' CLUBS CONVENTION, 2014**  
**KEYNOTE SPEECH**

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## **I. GEOGRAPHICAL ORGANIZATION**

- **Objectives**

1. The key aims of the Supporters' Clubs Project for the 21st Century include strengthening the Supporters' Club brand and working towards self-management of the Movement. Over the course of the last few years, the Supporters' Clubs Council and FC Barcelona have developed a series of initiatives that will be set down in this initial agreement.
2. One of the most fundamental initiatives, which relates to the intended self-management of the Supporters' Clubs and all their related bodies, is the new organizational structure of the Movement. The Geographical Federations now officially recognized by FC Barcelona have been in operation since the 2013/2014 season. However, this process has still not reached its conclusion, as we have yet to establish an organizational structure that will provide legal protection and secure the future of the Movement as a whole and the Supporters' Clubs Council: namely, the Confederation of FC Barcelona Supporters' Clubs.
3. Moreover, one of the key objectives of this Confederation, which will have its own articles of incorporation and legal personality, will be to establish a framework for its relationship with FC Barcelona that clearly specifies the rights and obligations of both parties, both now and in the future.
4. Additionally - and this is the subject of open discussion amongst international Supporters' Clubs - this agreement must define the organization of the Worldwide Zone while also leaving the door open for an alternative structure, in case the evolution of the Movement at the global level should require it. However, for the moment, we must take a decisive step forward in registering the Worldwide Zone and thereby allowing it to enter into agreements with other bodies, like the rest of the Federations.

- **Confederation of FC Barcelona Supporters' Clubs**

5. Following the approval of the Keynote Speech given at the International Supporters' Clubs Convention in 2012, the new system of geographical organization outlined in the Supporters' Clubs Project for the 21st Century has become reality. 2013 saw official recognition from FC Barcelona of the Geographical Federations of Supporters' Clubs - which, in many instances, were already operating on a "de facto" basis. In 2014 we have begun consolidating these structures, which help the Supporters' Clubs Movement become more independent and boost its organizational capacity. In many cases, the Federations' Boards of Administration have taken the Supporters' Clubs Council as their organizational model; they have divided their structures into subject-themed areas and have ensured that some of their members specialize in some of the larger issues that are affecting the Movement.
6. However, 2014 has also allowed us to reflect on whether this way of organizing the Movement has already fulfilled its purpose, or whether there are further steps required in order to achieve a truly modern Movement. It is for this reason that both the Supporters' Clubs Council and the Federations themselves have suggested the creation of a Confederation of FC Barcelona Supporters' Clubs, as proposed and

approved at the Keynote Speech of the International Supporters' Clubs Convention in 2013.

7. As its name indicates, a confederation is a federation of federations, and as such it is an independent body with full legal personality and the capacity to establish relationships with whichever other bodies it sees fit.
8. Within the organized structure of the FC Barcelona Supporters' Clubs, the Confederation would play a fundamental role in the relationship between the Movement and FC Barcelona, without reducing the relevance of the direct relationship that any official Supporters' Clubs and Federations may already have with FC Barcelona.
9. Within such a framework, the Confederation of Supporters' Clubs would comprise all of the Federations of Supporters' Clubs that are recognized by FC Barcelona. This Confederation would be governed by statutes that would outline its functions in a detailed manner. It would also have a Board of Administrators made up of the presidents of the territorial federations or a delegate of the president, and would follow the same model as the current Supporters' Clubs Council.
10. The Board of Directors of the Federation, hereinafter the Supporters' Clubs Council, would continue to comprise the same members as it does currently, and its functions would be similar to those it already possesses; however, it would have a greater capacity to negotiate and enter into agreements with other bodies, given that the legal capacity of the Council's representatives to enter into agreements on behalf of the Confederation would represent a further step towards the self-management of the Movement.
11. The Supporters' Clubs Council would not be renewed by means of new, specific elections; it would still have (as a minimum) one representative per Federation (customarily, the President of the Federation), who would have been chosen by means of elections in each geographical zone. These representatives, who comprise the Supporters' Clubs Council and whose appointment is renewed every four years as stipulated in the statutes of the Geographical Federations, will also elect a president from among their number. The president will be assisted by an Executive Committee made up of five to eight people, whose appointment shall also be renewed every four years.
12. Having outlined this initial structure, it is clear that the Confederation would have to promote the actions of the Supporters' Clubs Movement on an overarching basis; e.g. preparing a viable sponsorship plan, an appropriate communication plan, or an events manual to provide guidelines for those Supporters' Clubs which may require them.
13. However, the Confederation would also have to be capable of preparing a framework for the relationship with FC Barcelona. This framework would record agreements between the Supporters' Clubs and FC Barcelona, on matters such as the number of tickets awarded for a final, Supporters' Club membership cards, or the person responsible for organizing the movements' important events such as the International Supporters' Clubs Convention and the World Congress, as well as the events that

contribute to the effective development and modernisation of the Supporters' Club movement.

- **Relationship with FC Barcelona**

14. In accordance with the argument put forward in recent keynote speeches, one of the main themes of the Supporters' Clubs Project for the 21st Century is the self-management of the Supporters' Clubs Movement. The definitive consolidation of the new organizational model has marked the beginning of the Movement's journey towards maturity.
15. The recognition of the Supporters' Clubs Movement in FC Barcelona's statutes as a fundamental part of the Club's social structure, and the fact that the Federations' presidents have the status of delegates at the Club's Assembly, represent progress towards the objective of strengthening the Supporters' Clubs brand, as established in the agreement that was signed shortly before the previous elections.
16. The close relationship between FC Barcelona and the Supporters' Clubs movement must be consolidated by means of a lasting agreement, which can be modified over time, establishes common objectives and allows for the achievement of a certain degree of managerial independence and the economic solvency that will allow for these objectives to be fulfilled.
17. This is the challenge we specified in the Supporters' Clubs Project for the 21st Century, which - along with the idea of forging closer links between members of FC Barcelona and the Supporters' Clubs - has shaped the activities of the Advisory Committee both prior to and following the Supporters' Clubs Council.
18. Thus, the Confederation must be capable of establishing a framework for relationships with FC Barcelona, which establishes the rights and obligations of the parties concerned. Furthermore, this framework must be buttressed by means of an agreement signed by both parties.
19. The objectives that will guide this relationship are as follows:
  - Strengthening the relationship between FC Barcelona and the Supporters' Clubs Movement
  - Achieving the objectives of the Supporters' Clubs Project for the 21st Century
  - Providing the Supporters' Clubs Movement with economic sustainability
20. The actions that will enable us to achieve these objectives will be implemented by means of a series of agreements and programs that encompass the following areas:
  1. Catalog of actions to carry out, and a schedule for their implementation;
  2. Institutional representation at events;
  3. Hospitality;
  4. Tickets;
  5. FCB services for membership-card holders;

6. Use of facilities: headquarters of the Confederation of Supporters' Clubs; the F7 Tournament; etc.
  7. Forging closer links between FC Barcelona members and the Supporters' Clubs;
  8. Participation in representative bodies (committees, etc.);
  9. Participation of FCB in the Movement's governing bodies;
  10. Economic support for the Supporters' Clubs;
    - a. Financial contributions from FCB in order to fund the activities and programs of the Supporters' Clubs Movement;
    - b. Commercial agreements and sponsorship.
21. FC Barcelona and the Supporters' Clubs Council, in creating a mixed commission, will draw up a cooperation agreement to coincide with the end of the first quarter of 2015. Once the agreement is drawn up, the document will be sent out to the relevant bodies—the FC Barcelona Board of Directors and the Supporters' Clubs Council of FC Barcelona—for approval, and then the formal signing of the agreement will take place. The process will have to be ready by the end of the 2014-2015 season.
- **New Organization: Worldwide Scope**
22. “The Supporters' Clubs Movement is a unique concept born out of the desire to share the love of the team's colors, history and values, which go beyond sport, trophies and fleeting glory.”
23. This was one of the paragraphs in the 2013 Keynote Speech which, under the title of “New Organization: Worldwide Scope”, aimed to discuss the potential organization of Supporters' Clubs in Zone 3. Throughout the intervening period, mention has been made of the difficulties of structuring an organization based on the creation of continental federations, as was proposed. The diversity of Supporters' Clubs, and the lack of a critical mass of them on certain continents, make it very difficult (if not impossible) to think about building a stable organization at this time.
24. However, in order to find a way out of our current impasse, we propose the setting up of an organisation in accordance with the stipulations of the virtual assembly of the global federation, still in the legalisation phase, which would establish links according to the location, interests and similarities of the supporter's clubs on each continent. While this organisation awaits formalisation, the present structure must be maintained, in order to achieve the maximum representativeness, even if only in a virtual manner, of these supporters' clubs within the Supporters' Clubs Council of the Confederation.

## **II. SUPPORTERS' CLUBS REGULATIONS**

- **Objectives**

25. The regulatory aspects of the Supporters' Clubs Movement have been codified in the Supporters' Clubs Regulations, which were developed at the International Supporters' Clubs Convention (the Movement's supreme decision-making body). These Regulations include a new system of geographical organization, which has now entered into effect, and certain specifications concerning the official status of Supporters' Clubs.
26. The Regulations will now have to incorporate the existence of the Confederation of Supporters' Clubs, whose structure and objectives have been discussed above.
27. The Movement's new organizational system provides for greater complexity in terms of establishing regulations to enshrine behavioral standards that are considered adequate for this new stage in the Movement's evolution. These standards will have to be set forth in regulations appended to the Supporters' Clubs Regulations.
28. In other respects, the 2013/2014 season has also seen a fundamental step forward for the future of Supporters' Clubs: namely, the recognition of the role of Supporters' Clubs (and the supporters themselves) in the Statutes of FC Barcelona as an indispensable part of the Club's community. Moreover, these Statutes, which were ratified at the Delegates' Assembly, allow for the Supporters' Clubs Federations (in the form of their presidents) to attend the Assembly as fully entitled Delegates, thereby reaffirming the Club's commitment to its supporters.

- **Rule for Supporters' Clubs**

29. The 2013 Keynote Speech highlighted the need to develop a rule that will inform Supporters' Clubs of what types of behavior may be susceptible to sanction, and what form this sanction would take.
30. However, with the new system of geographic organization in operation, and the creation of a Confederation of Supporters' Clubs as the ultimate step in this new organization, there will be numerous bodies that have been officially recognized by FC Barcelona as supporters, Supporters' Clubs and Federations; and as a result, it seems appropriate to create an additional body that will be responsible for defining their responsibilities.
31. There are a number of bodies that could potentially incur a sanction, and a number of bodies that could take part in the sanctioning procedure, depending on the nature of the transgression in question.
32. Sanctions could potentially be applied to individual supporters, to Supporters' Clubs and to a Federation of Supporters' Clubs. Likewise, the Supporters' Clubs, Federations, the Confederation and even FC Barcelona itself could order and enforce the imposition of sanctions.
33. It is very important that we establish clear procedures that provide guarantees for all parties, specify who can act as the complainant in the event of a transgression, who

can pass judgment on the case and to whom the accused party can appeal in the event of a sanction. It is also vital to establish a general regulation that will apply to all the tiers of the Movement (i.e. Supporters' Clubs, Federations and the Confederation).

34. Therefore, we propose the creation of a Supporters' Clubs Disciplinary Committee, which shall have the authority to study each case and, where necessary, propose the corresponding sanctions. This Discipline Commission will be a joint committee made up of two representatives nominated by the Supporters' Clubs Council and two nominated by FC Barcelona in order to provide maximum guarantees to both parties. The members of this Commission can deliver individual reasoned votes if a common position cannot be reached. In the event of a deadlock, the resulting report will be brought to the Supporters' Clubs Ombudsman which makes the decision based on the report and the individual votes.
35. The Club created the institution of the Supporters' Clubs Ombudsman in 2011. This organ was consolidated in the statutes through the modification proposed by the Board of Directors at the FY 2013 Delegates Assembly. The Ombudsman is nominated by the Board of Directors of FC Barcelona and ratified by the Supporters' Clubs Convention. The functions of the Ombudsman are as described in the Supporters' Clubs Regulations approved by the Board. In the same way that the Ombudsman is nominated by the Club with a five-year mandate, it is proposed that the same period is established to be counted from the date of actual approval of the text of the Statutes of the Club in which the creation of this body is considered (5 October 2013, meaning that the mandate will end on 5 October in 2018). In this way, the continuity of action is maintained and is separated from electoral processes.
36. Once this Commission states its conclusions, if the person is sanctioned, or any of the parts disagrees on the evaluations made, one could appeal as last resort onto the Supporters Clubs Ombudsman.

### **III. CELEBRATIONS, EVENTS AND PROTOCOL**

- **Objectives**

37. The Keynote Speech approved at the International Supporters' Clubs Convention in 2013 aimed to discuss a series of questions that had been raised in relation to the events organized by Supporters' Clubs. During the 2013/2014 season, the Events and Activities Committee has carried out an exhaustive analysis of what exactly constitutes a "Supporters' Club event" and what the recommendations should be for these organizations, which form such an essential part of the FC Barcelona community.
38. These recommendations, which are being compiled into a document that will be discussed and considered by the various areas of the Movement, have taken into account the fact that the Movement is not homogeneous and is extremely diverse in its nature, both geographic and otherwise. Despite the recommendations arising from this document resulting from the territorial debates, the federations themselves can decide on the rules that control the amount and type of events that take place in each location, respecting in each case the idiosyncrasies and particularities of the various federations.
39. Moreover, we should also emphasize the great cultural wealth represented by the Supporters' Clubs of FC Barcelona. Their activities are crucial in terms of extending support for FC Barcelona throughout all those areas that are home to a Supporters' Club. As well as providing entertainment, Supporters' Clubs events must serve to demonstrate to non-members (whether in terms of Club membership or in more general terms) what FC Barcelona is, what its values are and what it means to be a supporter.

- **Supporters' Clubs Events: Studies and Recommendations**

40. As mentioned in the introduction to this section, the 2013/2014 season has seen an in-depth study of Supporters' Clubs events in both social and technical terms. As a result, a series of recommendations have been made in order to provide guidelines for Supporters' Clubs around the world with regard to events and activities.
41. In summary, these recommendations aim to classify Supporters' Clubs events into their most important categories, such as Zone Meetings, 25th/50th/etc. anniversaries, and other important events and activities. This short manual highlights the importance of attention to detail, with regard to both the entertainment-related and institutional aspects of the event. Local authorities should be allowed to participate, but most importantly, those attending the event should enjoy an unforgettable experience that is infused with the spirit of FC Barcelona.
42. As such, the recommendations take into consideration not only the formalities of the event, but also the technical aspects that are vital to ensuring the event is adequately organized. For example, they mention the need to reserve seats for representatives of the local authorities; the need to check all the technical equipment that will be used during the activities (screens, microphones, etc.); the importance of a good MC/host; and so on.



43. In addition to these recommendations, during the current season there has also been discussion over the protocol regarding representation from FC Barcelona at Supporters' Clubs events. This discussion has led the Council to wonder whether the protocol as specified in the Supporters' Clubs Regulations is perhaps too rigid, and too difficult to adapt to the varying circumstances of Supporters' Clubs events. The conclusion we have reached is that both the Federations and the Supporters' Clubs need to be aware that the mere celebration of an anniversary is neither a necessary nor sufficient condition to warrant mandatory representation from the highest levels of FC Barcelona. The federations themselves must be proactive in ensuring that the Supporters' Clubs take on board the recommendations arising from the debate that must be opened up by the federations. Within the framework of this debate, it is proposed that the federations draw up a quarterly calendar detailing the type of events and the predicted participation of Supporters' Clubs in the region, including the profile requested from the Club according to current regulations. The participation of the Club in Supporters' Clubs events will have to be the same for all Clubs, though distance and availability of Club members will also influence the final profile of the representation.
44. As well as the events organised by the Supporters' Clubs, it will be proposed that the club investigate the possibility that, when the first team is touring cities in Spain, players designated by the club will meet the fans from that area in their hotel, in accordance with the protocol set up in each case.

- **Supporters' Clubs World Meeting: Analysis and Feasibility**

45. The concept of the Supporters' Clubs World Meeting is simple: a meeting of supporters from around the world.
46. However, this event, which should be something exceptional, could become somewhat routine if it is held every year, and attendance could dwindle as a result. For this reason, we recommend that the World Meeting take place once every two years.
47. Similarly, another ongoing discussion during the 2013/2014 season concerns the location of the World Meeting. On the one hand, it has been shown that the venue that attracts most supporters to this event is the Camp Nou complex, when the Meeting coincides with a First XI match. However, to prevent the World Meeting from becoming monotonous, there remains the possibility that it can be held in another part of the world. This change of location for the Congress will have to be based on a proposal of the Confederation of Supporters' Clubs which will be issued to the club for joint evaluation and should ensure that the location and the proposal make technical and economic sense.

#### IV. SOLIDARITY AND ACTIVITIES COMMITTEE

- **Objectives**

48. The 2013 Keynote Speech emphasized the need to bring Supporters' Clubs solidarity projects under the umbrella of a Solidarity Committee, which would be responsible for focusing efforts and adding impetus and structure to charitable activities.
49. Consequently, the Supporters' Clubs Council has created this new body, which this season has begun working on a series of projects that address some of the concerns and needs of society.
50. Although the 2013/2014 season saw the creation of the Solidarity Committee, it will be necessary to carry out an analysis of the situation in Supporters' Clubs regarding charitable activities in order to ensure that the Committee's operations become more efficient and help it to tackle greater challenges. Therefore, the 2014/2015 season will see an in-depth analysis of the Movement's charitable activities, which will be categorized according to whether they are carried out by a Supporters' Club on an individual basis, by the Federation or on a Movement-wide basis.
51. Consequently, it is proposed that the Solidarity Committee define the operating parameters for these three levels of activity (Supporters' Club, Federation and Movement-wide) and establish the guidelines to follow in order to request assistance from both FC Barcelona and the Movement itself (via the forthcoming Confederation of Supporters' Clubs).

- **Solidarity Committee Projects**

52. The Solidarity Committee was formally created during the 2013/2014 season. It comprises four members from the Supporters' Clubs Council, one member from the Supporters' Clubs Committee and representatives from the Department.
53. During this initial stage, the Solidarity Committee has begun to define its areas of activity and to synergize with the FC Barcelona Foundation, as well as working on other projects led by other internationally renowned foundations and organizations.
54. In particular, throughout this last season the Solidarity Committee has participated in two major projects aimed at young people, with the clear aim of raising their awareness of the Supporters' Clubs Movement: namely, Joves Solidaris ("Youth Solidarity") and "Jornades Socials" ("Social Days").
55. One of the first projects in which the Solidarity Committee - and therefore the Supporters' Clubs - has played a significant role is **Youth Solidarity**. This initiative, which is coordinated by the FC Barcelona Foundation in collaboration with the Pere Tarrés Foundation (which boasts more than 50 years of experience in the fields of education and volunteering), has enabled young people aged 15-17 to familiarize themselves with the needs of their immediate environment.
56. In April and May 2014, the Solidarity Committee coordinated the activities of the Supporters' Clubs in each of the 40 areas in which the Youth Solidarity projects were being implemented. These projects, which involved a wide range of different activities,

enabled the young participants to learn the values of effort, responsibility, commitment and teamwork, all of which are inherent values of FC Barcelona.

57. Another project in which the Solidarity Committee became involved last season was **Social Days**. Aimed at children between the ages of 8 and 12, the Social Days are designed to raise the children's awareness of issues such as healthy eating habits and good hygiene, and to teach them the importance of values such as teamwork, effort and respect.
58. Also involved in this project were professionals from FC Barcelona that specialize in training; they have a perfect understanding of such activities and know that, beyond strictly competitive considerations, the objective is for the children to grow as people. For this reason, talks were also held with the parents, in recognition of the vital role they play as educators of their children.
59. In total, throughout May and June the Social Days project visited five different municipalities in Catalonia, and over 400 children took part in the activities.
60. Looking ahead to the 2014/2015 season, the Solidarity Committee is also looking into another project that is aimed at tackling the problems facing society today. The project forms part of the Humanitarian Alliance for Feeding Children, an initiative led by the Red Cross in Catalonia. Since the start of the economic crisis, many more people have become vulnerable, especially children.
61. With this program, the Red Cross aims to collect one million euros, which it will use to provide food to children in the participating neighborhoods. The money will be given out in the form of food vouchers, meals at community centers, prepaid cards for use at certain establishments, etc.
62. Although the program has a broad scope, and certain activities have already taken place at FC Barcelona's stadium, the Supporters' Clubs will be directly involved. One Supporters' Club in each part of Catalonia will be chosen to initiate the fundraising campaign. Fundraising activities will chiefly consist of donation boxes and posters, although it may be possible for individual Supporters' Clubs to organize their own fundraising events such as fêtes, street parties, etc.
63. This new program would commence during the Solidarity Committee's second season of operation, although the intention is for the Committee to continue working with other organizations in order to implement other projects to help the most vulnerable sectors of society.
64. Furthermore, to extend the program to other parts of Spain, we will contact the Red Cross in order to find out if it is a national programme and to discuss the idea of a potential collaboration.

- **FC Barcelona Supporters' Clubs Football Association**

65. The FC Barcelona Supporters' Clubs Football Association was founded in 1956. It comprises Supporters' Clubs whose main activity involves working with football teams. Since the Association's foundation, its member Supporters' Clubs have promoted the FC Barcelona spirit and values in both the social and sporting spheres. The Association was the first supra-Supporters' Club organization to be recognized by FC Barcelona, and remained the only such body until the approval of the new geographical organization of the Movement.
66. During the 2013/2014 season, the Association had 277 teams from 20 different Supporters' Clubs. These teams incorporated 3,842 children, in a range of categories that include Infant, Novice, Child, Cadet, Youth, Girls' and Futsal teams.
67. Since its creation the Association has enjoyed an official relationship and close collaborative links with FC Barcelona. Additionally, this season it has worked particularly closely with the Supporters' Clubs Department, helping to boost its profile among players, coaches, managers and directors and communicating the values of FC Barcelona.
68. Moreover, for the first time, the Association has been working in partnership with FC Barcelona to promote the creation of a team - drawn from among the Association's Infant and Novice players - to compete with other teams, particularly during Supporters' Clubs events and friendly tournaments.

## **V. CAMP NOU TICKETS AND TRAVEL**

- **Objectives**

69. The Supporters' Clubs Project for the 21st Century has enabled ticket allocations for Supporters' Clubs to be proposed by the Federations themselves, under the supervision of FC Barcelona (which acts as the guarantor of same).
70. This move represents an additional step forward towards the Movement's self-management, and as a result the most recent ticket-allocation processes have been the most transparent ever. Such has been the response from the official Supporters' Clubs, who say that many of the issues surrounding previous allocation processes have been prevented.
71. Updating the coefficients on the basis of the census of supporters has also meant that the allocation of tickets to each area has been fairer, more representative and more reliable than before.
72. We should also note that the FC Barcelona Supporters' Clubs Movement was one of the most active participants in the referendum of 5 April 2014 regarding the New Barça Complex, where a substantial majority of members voted to go ahead with the project. Now, it is necessary to continue giving our support, and to assist with both the development and implementation of the initiative.

- **Ticket Allocation Criteria**

73. In previous seasons, the Camp Nou, Tickets and Travel Committee, in collaboration with FC Barcelona, has worked to improve all aspects related to the allocation and posting of tickets. It is the intention of both the Committee and FC Barcelona to continue to improve these procedures and to ensure their organization and transparency are second to none. Complications relating to the distance and added costs of the Supporters' Clubs at the global level will also be considered.
74. Moreover, the Camp Nou, Tickets and Travel Committee also incorporates the Permanent Committee, which is made up of members of the Supporters' Clubs Council and the Department and is responsible for overseeing the allocation procedures for finals and other matches where demand for tickets exceeds supply.
75. With the consolidation of the Supporters' Clubs Federations during the 2013/2014 season, self-management of the Movement has taken another step towards becoming reality. For this reason, and in order to ensure that allocation procedures remain clear, for 2014/2015 it has been proposed that the ticket-allocation criteria be established at the start of the season.
76. Last season, many Federations already established a set of criteria for the allocation of tickets for the area they represent, especially for the final of the Copa del Rey.
77. However, the Supporters' Clubs Council and the Tickets Committee have proposed that in order to ensure maximum reliability, these criteria should be established prior to any of the teams reaching finals or other matches with high demand for tickets.

Thus, each Federation must hold a meeting during the first few months of the 2014/2015 season and approve the pricing structures for the tickets in question. These criteria, which will have to follow a general model, must be communicated to FC Barcelona so that it can monitor the process and act as a guarantor for allocation procedures.

78. The new territorial organisation and the developing self-management process of the movement will mean that tickets will be assigned in a standard way in accordance with criteria set out in a democratic manner by the assemblies of each federation. In following the argument outlined above, it is suggested that the ticketing commission, once these rules have been approved, can study potential changes in requesting, payment and sending tickets.

- **New Barça Complex**

79. The 2013/2014 season saw a major step forward towards improving the facilities of FC Barcelona. A referendum was held in which all the members of FC Barcelona were consulted regarding the comprehensive renovation of the entire sports complex. In general terms, on 5 April 2014 the members voted in favor of a new Camp Nou, a Palau Blaugrana that is functional, modern and meets the necessary requirements to compete at the highest levels of European competition, a new Mini Stadium sited on the current Joan Gamper complex, new offices and improved leisure and hospitality services in the Les Corts neighborhood.
80. The Supporters' Clubs played an important role in terms of communicating all the information that was provided prior to the referendum, by organizing assemblies at the Auditori 1899 conference center and a series of roving, "pop-up" meetings.
81. However, the Supporters' Clubs still have a part to play now that the voting has taken place. Throughout the 2014/2015 season the Movement, through its Federations, will work in tandem with FC Barcelona to mediate all the suggestions, proposals and queries that may arise in relation to the project. Now is the time to be proactive and to think about what is best for everyone: FCB, the members and, of course, the Supporters' Clubs.

## **VI. MARKETING**

- **Objectives**

82. For several seasons now, following the commencement of the Supporters' Clubs Project for the 21st Century, the Supporters' Clubs Movement has been taking steps towards modernization and self-management, with the help of FC Barcelona.
83. The new geographical organization, which is to culminate with the creation of the Confederation of Supporters' Clubs, also represents further progress towards self-management. However, this process must also, of necessity, involve the economic independence of the Supporters' Clubs, in order to allow them to carry out more activities in their local areas and play a more active role in the social structure of the FC Barcelona family.

- **Sponsorship Plan**

84. When it becomes a legal entity, with full capacity to enter into binding agreements, one of the key objectives of the Confederation of Supporters' Clubs will be to seek sponsors for the Supporters' Clubs Movement. The scope of this sponsorship will encompass the entire Movement, which will strengthen our position when it comes to negotiating any agreements.
85. The first step in this respect will be to develop a sponsorship plan to identify all of the Movement's assets. These assets may take the form of the Supporters' Clubs membership cards and events (anniversaries, meetings, conferences, etc.), or the worldwide activities of the Movement in which FC Barcelona also participates, such as the International Supporters' Clubs Convention, the F7 tournament and the World Meeting.
86. During the 2014/2015 season the Marketing and Communication Committee will be asked to draw up a sponsorship plan and prepare the corresponding economic valuations. The plan needs to create various options that identify the main sponsors while providing opportunities to attract secondary sponsors and other potential partners, in accordance with the FC Barcelona model, also bearing in mind the contributions of the territorial federations.
87. Moreover, the plan must also take into account issues of compatibility with FC Barcelona's current sponsors, and offer these sponsors exclusivity or right of first refusal ahead of other brands, companies and organizations.

## **VII. COMMUNICATION**

- **Objectives**

88. In the era of modern communication, the Supporters' Clubs Movement must also embrace current trends. Accordingly, both the Supporters' Clubs Council and FC Barcelona have made significant advances in terms of communication in recent years. However, we still need to focus our efforts on communicating information to supporters as well as to the general public, in order to provide a first-hand understanding of what Supporters' Clubs really are and the role they play in both the FC Barcelona community and in their local area.
89. In previous seasons, the communications of the Supporters' Clubs Department have been boosted through the use of social networks such as Facebook and Twitter, the relaunch of Infopenñas, the periodic updating of Supporters' Clubs websites and the broadcasting on Barça TV of the program "Quina Penya!", which reached its fourth season this year.
90. However, as well as the vital communications from FC Barcelona itself, the Supporters' Clubs Movement must also be capable of effectively communicating its own messages and achievements.

- **Communication Plan**

91. In addition to a marketing plan that enables the Supporters' Clubs and their Federations to generate resources, the Supporters' Clubs Council must also develop an ambitious communication plan that takes into account all the ideas generated by the Federations, and makes use of all the tools available to us, in order to ensure that its communications are able to reach every supporter.
92. For this reason, since the 2013/2014 season we have been formulating certain ideas to guide the proposed communication plan. First, it is proposed that the official communications of the Supporters' Clubs Movement should also come from the future Confederation. To do so, the Confederation will have to designate authorized spokespersons to coordinate its messages, who must bear in mind that they are speaking on behalf of the entire Movement and not as private individuals. If they consider it to be necessary, these spokespersons may also nominate other people within the Movement to speak on certain specific subjects. Moreover, it is proposed that these spokespersons take a proactive approach to the media by facilitating meetings between the media and the Supporters' Clubs Movement, in order to create a fluid relationship that enables the successful communication and broadcasting of the Movement's messages.
93. Likewise, it is also considered necessary for the Confederation of Supporters' Clubs to have its own resources that will enable its communications to be broadcast throughout its territory. A dedicated website, with links to the websites of the Federations, and a dedicated presence on social networks could be a first step in this direction.

- **Mobile App for Supporters' Clubs**



94. Another innovation in the field of communication, which will be implemented during the 2014/2015 season, is the new mobile app for Supporters' Clubs. The era of the smartphone provides us with another tool for ensuring our messages reach anyone, at any time and anywhere in the world.
95. The Supporters' Clubs app, which FC Barcelona has developed in collaboration with the Supporters' Clubs Council, offers a variety of features to help keep supporters around the world abreast of the most important information. One of its key features, which we believe to be extremely useful, especially for supporters who are traveling, is an interactive map that allows us to see whether a Supporters' Club exists in a given location. This information can then allow us to find a location where we can watch a Barça game in the company of fellow supporters, for example.
96. Additionally, this app will offer an updated news service and the option to configure alerts for important information, such as the completion of an application form for tickets.