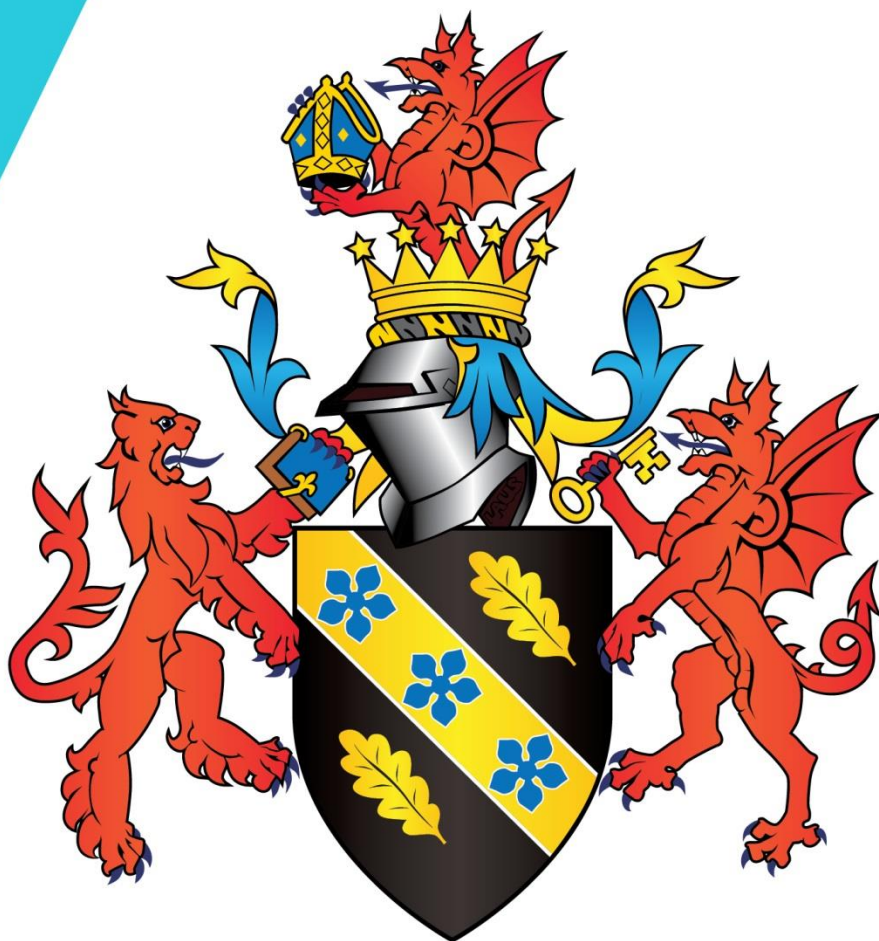




Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Sports Development and
Entrepreneurship

Project Report M6X02098



Business plan and promotional resources

Aaron Williams

Christopher Gray

Pablo Elipe

Christian Mort

Jack Roberts

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Task 1 Business Plan

2. Executive summary

2.1. Opportunity

When you look at the current sports market, the average customer experience within a stadium be unsatisfactory. Long queues at the food and beverage stands, busy club shops, and general overcrowding of backstage areas leave some fans of sports teams, understandably upset. That's where FanXP comes along. Currently, in the Liberty Stadium, nothing is being done to ensure a decrease in waiting times around the stadium to ensure the fans have a better experience whilst at the stadium.

2.2. Mission

“Sport is a global industry affecting many other sectors of the economy through its own traditions and links to the community” (Ratten, 2016) As a company, we aim to build on the strong relationship that Swansea City and the Ospreys have with their communities.

Our company and the introduction of the application aims to provide the consumer the chance to improve their matchday/event experience(s) as well as enable to Liberty Stadium, Swansea City, The Ospreys and any other event users, to enhance customer relations. Hence, we have created a timetable plan to organise ourselves in the best way in order to achieve our objectives (See appendix 1).

“The best way to establish a brand is to create a positive direct experience that can only be achieved through the design of the application” (Rondeau, 2005). Traditionally, an individual has a direct experience that affects the perception of the brand when they look at a product, hold it, use it, the same translates with an app. That direct experience has a significant influence on their feelings of the company. Therefore, in order for us to build a good brand perception, we must be able to consistently provide good experiences for our consumers (Rondeau, 2005).

2.3. Our Solution

“Sports products and services having unique attributes that necessitate a distinct management approach, which combines commercial application and social needs” (Baker *et al*, 2016).

FanXP, an innovative way of improving the match day experience at the Liberty Stadium through a stadium specific app. The Liberty Stadium app is an in-venue concierge app that provides you with everything you need for your matchday/stadium event, in the palm of your hand.

With this app, we aim to increase revenue via merchandise and food & beverage sales, increase fan satisfaction, increase attendances as well as further improving facilities. “Economic factors undoubtedly play an important role in sports entrepreneurship, especially football, and fans’ support helps clubs to increase their revenue and improve their financial status” (Faghih and Javanmardi, 2014).

2.4. Market Focus

In 2018, Swansea City maintained 15,000 season ticket holders (Swansea City, 2018) as well as the additional fans that turn up on matchdays, the Ospreys averaging just under 7,000 (Lloyd, 2019) in attendance on game day as well as other events such as the concerts the stadium has held and the businesses and corporate events which also make use of the stadium.

Our initial target market will initially be the season ticket holders for both Swansea City and the Ospreys, as the app would be a free download with the purchase of their tickets. This will enable us to get a strong base of consumers straight away.

In addition to the season ticket holders, home fans who buy tickets for individual matches, away fans that attend the stadium as well other events usage of the stadiums. For example: concerts, business using hospitality suites, social events like birthday parties, weddings, in order to maximise the use of the stadiums facilities as well as our revenue.

2.5. Expected Returns

Commission is what you pay to employees when they make a sale or accomplish some other goal. It can be a percentage of a sale, or they can be a flat amount based on the sales volume. (Kappel, 2018). Based on the fact our income is reliant on the commission taken from sales generated in the stadium, it is therefore difficult for us to forecast and/or predict concrete revenue.

However, we have attempted to forecast income based on 1%, 2% and 5% commission rates. For example, at 2%, the price of an Adult season ticket in the West Stand of the Liberty Stadium is £489.00 meaning we would take £9.78 from each season ticket sold. Based on this, if 5000 Adult Swansea City Tickets are sold, the club generates an income of £2,445,000, therefore our intake would be £48,900.

We also applied the same principle to hospitality bookings. For example, the Central Suite is priced at £1,750 + VAT PER PERSON for the season, holding up to 14 people, obtaining £24,500 for the club. Based on these prices, by booking through the app, we would expect to make £490 via the 2% rate.

Being reliant on a commission based income can be risky, however we believe due to the strong consumer base we would be able to build up straight away, it would be successful for our business because as Gaille (2015) noted, our earning potential is unlimited, we know exactly what we will earn from every sale, community marketing will happen naturally as the application will increase in recognition should it be associated with good reviews and enable brand exposure as well naturally encouraging us to work harder, encouraging us to constantly improve and make the application better.

3. Company overview

3.1. Company Summary

FanXP is a brand new, innovative match day experience, based in South Wales, designed in order to improve the fans match day/stadium experience by allowing them to get the most out of their day. We aim to become the leading brand in stadium and match/event experiences by providing stadium-goers the opportunity to have with everything they need for their event in the palm of their hand, with the use of our application.

3.2. Mission Statement

We aim to deliver what both the fans and clubs/stadium want, to the upmost of our abilities, to the benefit of everyone involved. The application is designed to provide the consumer the chance to improve their match day/event experience(s) as well as enhance customer relations. It is designed to increase revenue through merchandise and food and beverage, increase fan satisfaction by reducing queue times, increase attendances and improve facilities through fans feedback and suggestions.

“Although promotional offers are a great way to help drive increased profits for merchandise and hospitality providers in a venue, the most important value that mobile tickets provide is an improved service to consumers” (Murdoch and Corethree, 2018)”.

3.3. Company History

As football fans, rugby fans, cricket fans and individuals that attend match days/events at stadiums, we know the difficulty of remembering your ticket, finding a place to park, having change for a program, queuing a ridiculously long time for food and drink, so we wanted to change all that.

As sports fans, we are able to draw on past experiences and put into action our innovations and developments in order to improve match day events for fans and

event goes. We want to be that driving change in how stadiums work in coordination with fans expectations and demands.

3.4. Markets and Products

As previously stated, our initial target market is the season ticket holders of both Swansea City and the Ospreys before targeting the fans who buy individual tickets, away fans and businesses/corporations that use the stadium's facilities for their events.

The app will provide the fan with everything they need for their match day/stadium event, with the individual able purchase and access their ticket(s) through mobile ticketing facilities, purchase and read a match day programme instead a physical copy, provide assistance for match day parking as well as in match relays direct to their phone. Merchandise can also be purchased and ordered through the app at any time and be available to be picked up from the club shop as well as food and beverage being ordered from the stand and also be collected, helping to decrease the queue size in the concourse areas.

3.5. Management Team

Hambrick (1997) noted how “corporate coherence should be a priority among top management teams to ensure the success of their organisations in today’s ever-changing environment”. He went on to explain how the concept refers to “an integrated logic and basis for action that helps units to support and complement each other” and the focus on having a focus on the company’s competencies, aims, environmental shifts and competition.

Aaron Williams – Operations. Overlooking the day to day running of the app ensuring that all sectors are constantly being monitored and working efficiently. Constantly in

communication with other members of management and staff so that we obtain the highest level of efficiency in order to maximise the profit of the organization.

Pablo Elipe – Marketing, Sales & Finances. In charge of the company's marketing strategy, undertaking constant situational and environmental analysis to ensure we are targeting the correct segment and consumer. Pablo also manages the company's finances, overlooking expenditure and all out goings as well as keeping track of all incomings earned from all areas of the commission taken from club sales.

Chris Gray – Promotions. Covers our marketing techniques in terms of advertising, posters, flyers, ensuring that the fans/consumers know all about the app and where to find it.

Christian Mort – Mobile Ticketing. In charge of ensuring the mobile ticketing operation runs effectively and coordinating with Copperbay digital and consumers feedback to ensure maximal operation.

Jack Roberts – Customer Service & Human Resources. Overlooking payment of Copperbay digital for their services in the app development and production as well as other members of management. Also in charge of obtaining customer feedback and feeding back to the rest of the company in order to allow us to improve and fix any bugs in the application.

Copperbay Digital – App Development. Copperbay Digital are local technology company operating out of LLansamlet, Swansea. The company specialize in Web Design & Development, Bespoke Web Software and Mobile Applications. "Using the latest technology, they can build bespoke apps for a variety of purposes and platforms including iOS and Android, that can be easily updated from a website" (copperbay digital, n.d.).

3.6. Legal Structure and Ownership: Limited Company

What is a Limited Company? “A Limited Company is a general form of incorporation that limits the amount of liability undertaken by the company’s shareholders” (Hayes, 2019). By identifying as a limited company, it ensures that the liability of our company’s members is, as it states, limited, to their financial or professional stake in the company.

3.7. Locations and Facilities

Initially the company will be run from offices within our homes. However, with the progression and growth of the company we would aim to move into either the Liberty Stadium or purchase offices.

4. Product description

4.1. Opportunity

In order to identify the opportunity for the production of this app, we used the Ansoff Matrix. The Ansoff Matrix is a “marketing tool strategy designed to analyse growth opportunities to develop new products and expand the market more objectively and accurately” (Harding and Long, 1998; Johnson *et al*, 2008).

We chose to position ourselves in Product Development due to the fact that from our market research, we are providing a new product in an already existing market. The consumer already exists, Swansea City (2018) had over 15,000 season ticket holder, the Ospreys (2019) had over 7,000, the majority of which buy merchandise, food and beverage, purchase hospitality options which we would have instant access to.

4.2. Product Overview:

The Liberty Stadium App is an in-venue concierge app that provides you with everything you need for your match day/stadium event, in the palm of your hand. The app provides the fan with a variety of features in order to make their trip to the stadium as easy as possible.

Mobile Ticketing: Mobile ticketing is becoming increasingly more popular “According to a recent report from Juniper Research, mobile tickets are expected to account for more than one in two ticket transactions on digital platforms by 2019” (Ticketingbusinessforum.com, n.d.). It has become increasingly more popular in America with most stadiums being ‘ticketless’ as we identified in our market research with the San Francisco 49ers and the Levi’s Stadium app. The mobile ticketing feature on the app allows fans to access/purchase their tickets, transfer tickets to another fan, experience the view from their seat, in order to be able to experience the view they will have as well as parking passes and maps.

The app also contains other features will help enhance the fans experience whilst in the stadium. “Whilst the first and foremost use of a ticket is to provide access to and from the stadium grounds, by using their mobile, users can have a whole host of additional functions inside the grounds which are set to increase the user experience throughout the day” (Ticketingbusinessforum.com, n.d.).

Another significant feature of the app is pre ordering and collecting food and beverages. Queues are common during stadium events and can sometimes be lengthy, leading to consumers missing the action. The app would allow supporters to order food & beverages from their seat and collect them once ready, potentially decreasing waiting time and improving the fan experience. Similar to Barcelona’s click & collect and Levi’s Stadiums food delivery & pick up (see appendix 2).

Integrating a ticketing app as a communication channel in the marketing mix has the capacity to enhance relationships with fans and boost revenue through increased engagement. Real-time data from mobile apps can also be used to map consumer behaviour and help with crowd control and safety. An event operator can monitor and manage crowd levels, adapting queues in the building and adjusting staffing level” (Murdoch and Corethree, 2018).

4.3. Key Participants

- Swansea City
- The Ospreys
- The Liberty Stadium
- Ticketmaster
- Event Organisers i.e. Tour bookers/Wedding planners/Party Planners
- Swansea City Council – Park & Ride
- Copperbau Digital - App Development. Copperbay Digital are local technology company operating out of LLansamlet, Swansea. The company specialize in Web Design & Development, Bespoke Web Software and Mobile Applications. “Using the latest technology, they can build bespoke apps for a variety of purposes and platforms including iOS and Android, that can be easily updated from a website” (copperbay digital, n.d.)

5. Operating plan

5.1. Sourcing and Order Fulfillment

“Order fulfillment is a key process in managing the supply chain. It involves generating, filing, delivering and servicing customer orders” (Croxtton, 2003). Order fulfillment is more than just processing and filing orders, it is a process which involves designing a network that allows the company to be able to fulfil customer requirements while minimizing the total delivered cost.

Swansea City, the Ospreys and the Liberty Stadium will already have connecting networks for their merchandise and food & beverage orders. Our order fulfillment will be the process of fans ordering said merchandise or food & beverage from the app and ensuring that their order is ready for them to collect when they requested.

5.2. Payment

Mobile devices have become more and more advanced in recent years in order to provide a variety of services, also known as Mobile Commerce. “Mobile Commerce or Mobile Stations are used to initiate, engage and complete a transaction at a merchant’s location” (Pond *et al*, 2010).

Mobile payments come in two categories:

Local Payments: Which are processed at a register or at a Point of Sale (POS) terminal

Remote Payments: Payments which are processed remotely, away from a POS. These types of payments rely on network-based-technology. For example, Wireless Access Protocol (WAP) or Hypertext Transport Protocol (HTTP) (Pond *et al*, 2010).

All payments cash or contactless are monitored through physical POS systems in the stadium already. We would be able to monitor and observe transactions as they are processed hence being able to monitor our commission.

6. Market research

Market research is a significant process which the company must undertake in order to identify our product principles and design our product. Market research can be defined as “the process by which we gain insight into how markets work. It is a function in an organization, which refers to the outcome of research such as a database of customer purchases, or a report that offers recommendations” (Sarstedt and Mooi, 2014).

6.1. Competitors

Competition can be defined as the “rivalry between companies selling similar products and services with the goal of achieving revenue, profit, and market share growth” (Carnrite, n.d.). Competitors can either be a) Direct, a competitor offering the same

product and services aimed at the same target market or b) Indirect, where another company offers the same product, with different end goals (Carnrite, n.d.).

For us, we don't have a 'direct' competitor. A similar app on the market right now is the Levi's Stadium App, home of the San Francisco 49ers, therefore, not a direct competitor to us or our target market. However, some stadiums in the UK have trialed 'Click & Collect' services (See appendix 3).

8. Market strategy

Marketing strategy is recognised as the direction and opportunities of an organisation over the long term, which manages advantages in an uncertain environment through its configuration of competences and resources with the aim of achieving customers' expectations (Hooley, *et al.*, 2008). Therefore, the SWOT, Ansoff Matrix and Marketing Mix will help FanXP to explore future strategies and product portfolios (Harding and Long, 1998).

There are two types of market research, secondary and primary (Creswell, 2014). Secondary data means using published information such as trade journals, books, newspapers, demographic profiles and magazines. On the other hand, primary data means gathering FanXP own data, which will consist of surveys and focus-group interviews to learn more about customers' needs and wants (Young, 2007).

8.1. Situational analysis

The SWOT analysis will help to examine FanXP in deep (Bill, 2009). This will divide the strengths, weaknesses, opportunities and threats of FanXP into two areas (Johnson *et al.*, 2008). Section one will include an internal analysis of the business considering the strengths and weaknesses. In the second area (the external analysis), is where the company do not have a direct control, therefore it is classified into threats and opportunities (Hoye, 2015). Thus, this strategy will provide FanXP key issues, by evaluating where opportunities and threats align with the strengths and weaknesses (Hooley *et al.*, 2008).

Highlighting the critical points in the FanXP SWOT analysis (See appendix 4), it can be argued that the average expenditure of food and beverage in stadiums is £13.62, and if when buying the waiting time reduces in half, the expenditure increases £6.10. Hence, if there are improvements in the service of consumers (i.e. a reduction in time), there will be a potential increase in fan expenditure of 44.56% (Murdoch & Corethree, 2018; Oracle, 2019). For that reason, mobile technology to improve ordering, delivering and payment is a promising path to gather greater sales for the Swansea AFC and the Ospreys (Oracle, 2019).

Another aspect is that technological landscape has experienced an increment in social media and its implementation in financial services (Zaglia, 2013). It is clear that social media consumption during a game is inevitable for fans (Oracle, 2019). Therefore, the creation of virtual communities in social media remains an important aspect of the marketing strategy of FanXP (Muniz and O'Guinn, 2001). As explained by Popp and Woratschek (2016) interactions in brand communities influence customers perceptions and attitudes when buying a product. Moreover, Won *et al.* (2007) explained that it has positive effects on several brand objectives such as customer satisfaction, brand loyalty and trust, feedback and product innovation. In addition, according to Zaglia (2013) social media will become even more important in the future. Analysing Swansea AFC social media, it can be seen that competitors have much more followers, which means that they have attracted more people and therefore sell more services and products (Instagram, 2020a; Instagram, 2020b; Instagram, 2020c; Popp and Woratschek, 2016; Twitter, 2020a; Twitter, 2020b; Twitter, 2020c). As an example, on Instagram Swansea has 346 thousand in comparison with the 35 million of Manchester United and 21 million of Chelsea FC (Instagram, 2020). For that reason, the challenge for FanXP is to provide settings which attract more brand users to become active in Instagram, Twitter and other social media brand communities, and therefore staying tuned to the social engagement in order to improve the brand image (Zaglia, 2013). In addition, Zhao, *et al.* (2016) explained that sports role models and famous people ("influencers") have a great influence in social media. There is an evident success of influencer marketing if the influencer's have the ability to create an emotional connection between product and audience (Smales and Sipka, 2016). They can deliver credible, reliable and positive results for brands (Roberts, 2010). Hence,

FanXP will use this strategy as a tool to attract customers in an indirect way (Zhao, *et al.* 2016).

Furthermore, one of the main concerns around the world is what will happen with Brexit, if there is a no deal Brexit, there could be several future threats to FanXP, Swansea AFC and the Ospreys (Stojanovik and Tetlow, 2018). Like for example having higher administrative expenses, higher fluctuations in foreign exchange rates (Robinson, 2019), standards and regulations, and delivery times and costs will increase as well as the logistic costs will be higher (Stojanovik and Tetlow, 2018). Therefore, if there is not an agreement with World Trade Organisation for a free trade option FanXP and Swansea AFC and the Ospreys may be affected when trading for future development outside the UK (Minford, 2018).

Coronavirus is also a big concern for spectators, Swansea AFC, the Ospreys, Public Health Wales and Welsh Government (Sport Wales, 2020; Swansea AFC, 2020a). Therefore, this app will be a great initiative to avoid queues and provide a solution to maintain the health and safety of spectators by purchasing products in a safer way. Moreover, thanks to FanXP the amount of cash and the paper tickets will reduce, this will help to control the virus spread.

8.2. Ansoff Matrix

The Ansoff matrix will be a key marketing tool strategy for FanXP, by analysing growth opportunities to develop new products and expand the market more objectively and accurately (fig. 1) (Johnson *et al.*, 2008). It provides four areas of strategic development which consists on marketing penetration and consolidation (delivering existing products into existing markets), product development (developing new products into existing markets), market development (expanding into new markets while using the same products) and diversification (creating new products into new markets) (Ansoff, 1957).

As this App is a new product in an existing market, it is needed to develop a product development strategy. By adding a product development strategy, the revenues and profits could experience significant increases (Hooley, *et al.*, 2008).

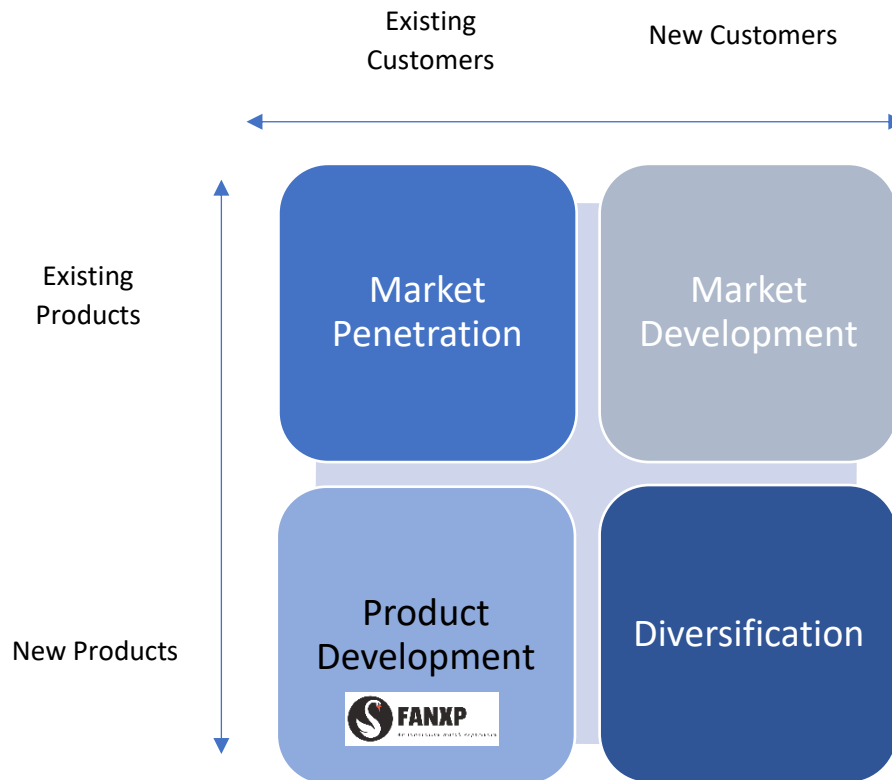


Fig. 1: Ansoff, I. (1957) Strategies for Diversification, Harvard Business Review, 35 (5) pp. 113-124.

Previous research from Ernst *et al.* (2010), Veldhuizen *et al.* (2006) and Zahay *et al.* (2011) has often acknowledged the existence of three fundamental stages: concept development, product development and commercialization.

Concept development is the creation and selection of new product ideas based on identifying and determining market risks and needs, in line with FanXP new product development strategy (Veldhuizen *et al.*, 2006). Ernst *et al.* (2010) and Song and Parry (1997) explained that these ideas will also embrace concepts that are evaluated, prioritized and authorized for further development. Subsequently, FanXP product development will focus on prototype development and testing as well as preparation of the commercialization concept (Song and Parry, 1997; Veldhuizen *et al.*, 2006). Finally, in the commercialization stage, FanXP will encompass the actual product launch, developing final market tests, financial statements, promotion, distribution, and in-market success assessment (Ernst *et al.*, 2010; Zahay *et al.*, 2011).

8.3. Marketing mix

The marketing mix (the four P's) is a combination of strategies covering price, product place and promotions (Hoye, 2015). FanXP will identified it as a mix because they will correlate to carry out the market positioning strategy (Masterman, 2009; Bill, 2009).

8.3.1. Price

A price depends on the service life cycle, external factors and the rest of the marketing mix (Bill, 2009). A seat-filling contingency plan will be discussed with the Liberty stadium to give a better image. Consequently, this segments targeted will be aged between 18-25 years old, and they will receive a discount on the 25% in games if they sign up with their student ID. Even if there is not a potential revenue the seats will be fulfilled by giving different types of promotions, this will give a better image to Swansea AFC and Ospreys (Masterman, 2009).

As costs are a predominant barrier of participating in sports, a discount will be given to students and to people with low incomes (Sports Wales, 2019).

The app itself would actually be a free download via iOS or android with the purchase of a either a season ticket/individual match day tickets/hospitality purchases/stadium events. As previously stated, all income is commission based so a "percentage of a sale or a flat amount based on the sales volume" (Kappel, 2018).

For example, if commission was to be set at 2% on all products and services through the app, we would take £0.10 (on average) per alcoholic beverage sold at the stadium.

8.3.2. Product

A product or service is made up of four facets: expected product, core product augmented product and potential product (Bill, 2009). Therefore, when a customer purchases a product or service with FanXP, they will be buying a solution to an issue.

According to Bill (2009) when customers purchase, their aim is to tackle boredom by gaining other sensations. Hence, FanXP marketers will assure that customers needs and wants in the match-day experience are fulfilled by giving them the best experience (Masterman, 2009). The product will include mobile ticketing, news, updates, merchandising, food & beverage, business/corporate bookings, event management, and future developments.

8.3.3. Place

In FanXP the product or service will be marketed in order to reach those target markets (Masterman, 2009). Customers will have the option to purchase products through the FanXP app.

8.3.4. Promotions

Promotions uses marketing communication methods to sell services (Hoye, 2015). Through this way marketers will send information to customers about the product, place and price (Mulling *et al.*, 1993). Among the more common promotions it can be highlighted advertising, sales, merchandising, public relations, direct mail and sponsorship which will be discussed deeply in the promotional resources section (Masterman 2009; Bill, 2009). The next promotions will be developed for the FanXP app:

- Advertising
- Sales Promotions
- Sponsorship
- Public relations

9. Financial forecasts

A financial forecast is an estimate of future financial outcomes for a company over a period of time (generally 1 year). The financial statements include the profit and loss account, balance sheet and cash flow statement (Fraser *et al*, 2007). The forecasted profit and loss estimates revenues and expenses, the cash flow statements deals with the cash flows (as not all the revenues and expenses in the profit and loss generate cash flows) and the balance sheet offers a static picture of the company's assets and how they are financed at a given date (John, 2007). The financial analysis of this business model will focus on a detailed overview of the forecasts of the company's financial statements, including the main assumptions. The reason why the financial statements have been chosen is because they reflect the financial and operational performance of the business (Gov.UK, 2019). In addition, every company in the UK is required to submit them to the Companies House and they are publicly available, which makes them comparable with its competitors.

9.1. Start up financing

The development of the App will require an initial investment of £4,500. This will be financed 50% with equity capital (£2,500) and 50% with a government-backed Start Up Loan (£2,500). The benefits of this loan compared to standard bank loans is that it is an unsecured personal loan on top of offering one year of support and guidance with the company's business plan. The loan has a fixed interest rate of 6% per year. On top of being very competitive in terms of interest rate, the fact that the rate is fixed allows for more accurate projections in our financial estimations. The business plan sets a repayment period of one year. However, the loan could be repaid over a five years period without additional costs, which provides the company with financial flexibility (Gov.UK, 2020).

9.2. Revenues

The revenues will be generated by a percentage fee on the Liberty Stadium products sold through FanXP App. This income will come from four main sources: Swansea AFC products, Ospreys products, stadium hospitality and concerts.

Swansea AFC

Revenues from Swansea AFC will mainly come from ticket sales and from food and beverage sold at the stadium during matches. Financial forecasts assume the average ticket price for a Swansea AFC match is £13.07 (See appendix 5; Swansea AFC, 2019) and the average attendance is 15,413 people (FWP, 2019) with two matches per month from September to May. Food and beverage expenditure was estimated at £19.8/spectator, according to Oracle report (Oracle, 2019).

Ospreys

Ospreys revenues will mainly be generated by ticket sales and food and beverage sold during matches. Ticket prices are assumed to be £15.83 (Ospreys, 2019), and attendance 8,000 people, both based on previous seasons' average (BBC, 2019). The forecasts also assume two matches are played at Liberty Stadium per month from September to May. Food and beverage expenditure was estimated at £19.8/spectator (Oracle, 2019).

Hospitality

Hospitality revenues include weddings, Christmas parties, graduations, etc. And have an estimated cost of £29.0/guest with an average of 300 guests per event (Liberty Stadium, 2020a). The forecasts assume four events per month in summer (June to August) and two per month the rest of the season.

Concerts

Concert revenues will come from ticket sales and food and beverage sold at the stadium. Ticket price is estimated at £29.0/person (Liberty Stadium, 2020b) and attendance per concert at 20,000 people (Liberty Stadium, 2020c).

General revenue assumptions

The central scenario of the financial forecasts assumes a fee of 2.0% on all the revenues sold through the app. It is also assumes that 30% of total stadium sales will be through the app in September 2020 (when the App is launched) and then this percentage will increase 5% per month until it reaches a maximum of 60% in March.

9.3. Revenues breakdown

The financial analysis shows that most of the revenues will come from Swansea AFC, Ospreys and concerts, with each representing roughly one third of the total income (Fig. 2). Hospitality,

however, represents only 1% of the total revenues. Marketing efforts should then be focused on the three main sources of income, as they have a much bigger potential.

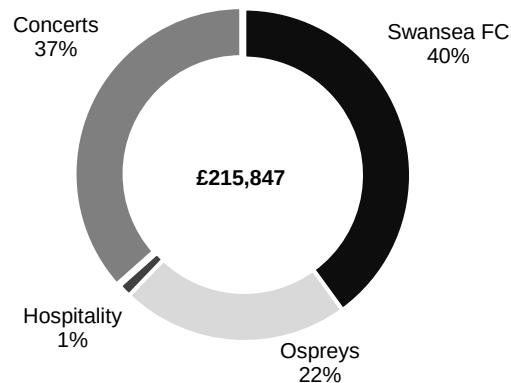


Fig. 2: FanXP annual revenues breakdown by source of income from September 2020 to August 2021

9.4. Operating expenses

Operating expenses assumptions

The business is estimated to have several operating expenses. The App production cost is estimated at £4,000 per year (Ahlund, 2012). The marketing cost will be fixed at 30% of the revenues and will be mainly spent in Google Ad services, setting a maximum cost per click of £2 (Irvine, 2019; Google Ads, 2020) and £100/month will be spent in legal advisors. The other costs will include staff wages. An accountant will be hired in October 2020 and will be paid £31,000/year (Robert Half, 2020). In February 2021 an IT specialist will be hired for £18,000/year (Robert Half, 2020) and in June 2021 an administrative assistant at a cost of £17,250/year (Robert Half, 2020).

Operating expenses breakdown

Staff salaries will represent half of the total operating expenses, whereas marketing cost accounts for 45% and production cost and legal advisers below 5% of the total costs both (Fig. 3).

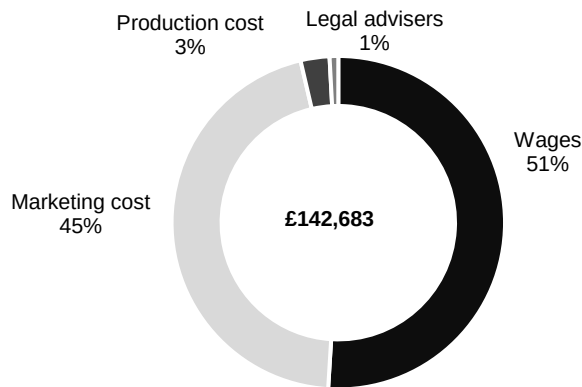


Fig. 3: FanXP annual operating expenses breakdown from September 2020 to August 2021

9.5. Key financials

The analysis of key financial figures shows that both the revenues and operating profit follow a steady increase from September to March due to the increase in the percentage of total Liberty Stadium sales sold through FanXP App. These figures then stagnate because that percentage reached its maximum at 60% but then increase again mainly due to the revenues from concerts during the summer season (Fig. 4). The operating profit margin shows that revenues from concerts yield a higher margin (39%) than revenues from sport events (34% in May).

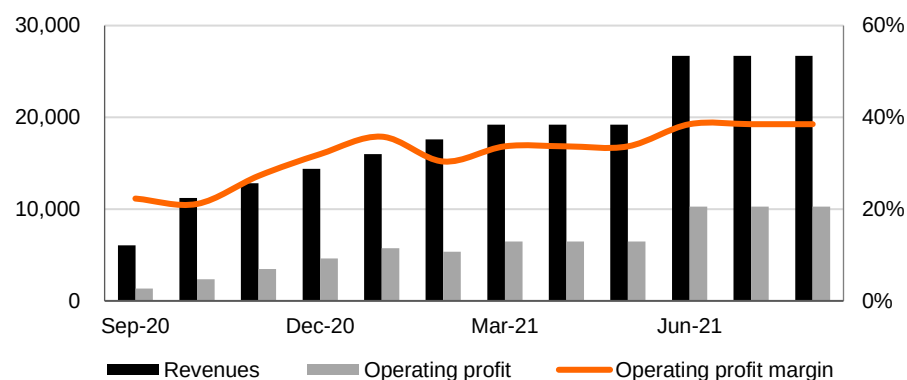


Fig. 4: FanXP monthly key financials evolution from September 2020 to August 2021. Operating profit is calculated as total revenues minus total operating expenses and operating profit margin as operating profit divided by total revenues.

The net cash flow seems to follow a similar trend than the revenues and operating margin. After the initial investment in August 2020 to launch the App, net cash flow steadily increases until March when the maximum percentage sales through the App is reached, and then increases again in June due to the summer events (Fig. 5).

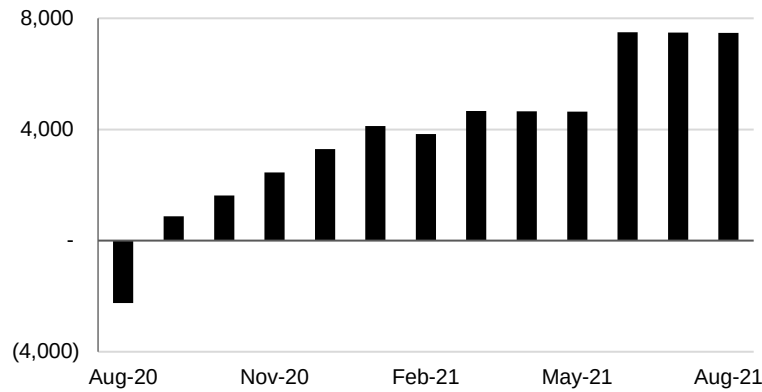


Fig. 5: FanXP monthly net cash flow evolution from August 2020 to August 2021.

9.6. Break even analysis

The break-even analysis is a financial tool which will help to determine at what stage FanXP products and services will be profitable (Foerster, 2003). Under the central scenario assumptions, the initial investment of £4,500 in August 2020 would be recovered in October 2020, after two months of operation (Fig. 6).

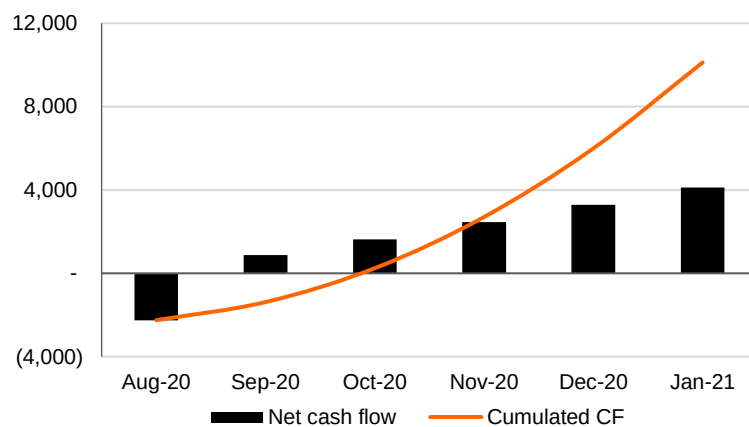


Fig. 6: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021.

9.7. Sensitivity analysis

Sensitivity Analysis is a financial tool used to analyze how the different independent variables affect a specific dependent variable under certain specific scenarios (Barrow, 2001). On top of the central scenario analysed above, we have prepared additional upside and downside

scenarios assuming changes in fee rates, percentages of total stadium revenues sold through the app and events' attendance.

Under the first scenario, an increase in the fee charged to Liberty Stadium on the app sales from 2% to 5% generates revenues more than twice in revenues and average annual operating margin increases from 32% to 55% (Fig. 7). The break-even analysis under these conditions shows initial investment is recovered after just one month of operations (Fig. 8).

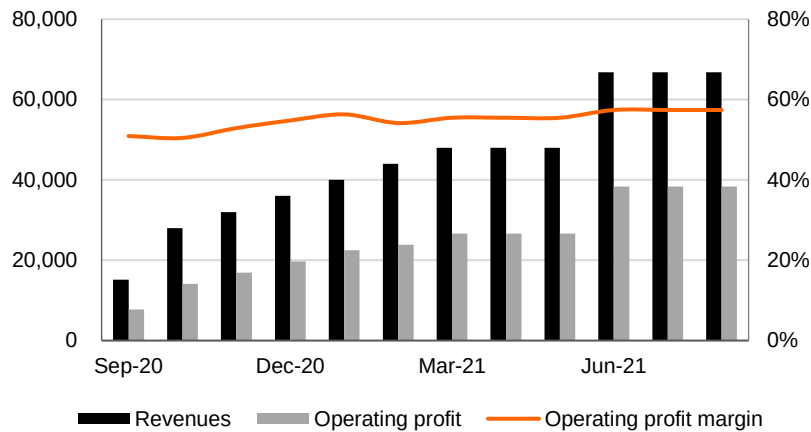


Fig. 7: FanXP monthly key financials evolution from September 2020 to August 2021, assuming a 5% fee charged to all app sales. Operating profit is calculated as total revenues minus total operating expenses and operating profit margin as operating profit divided by total revenues.

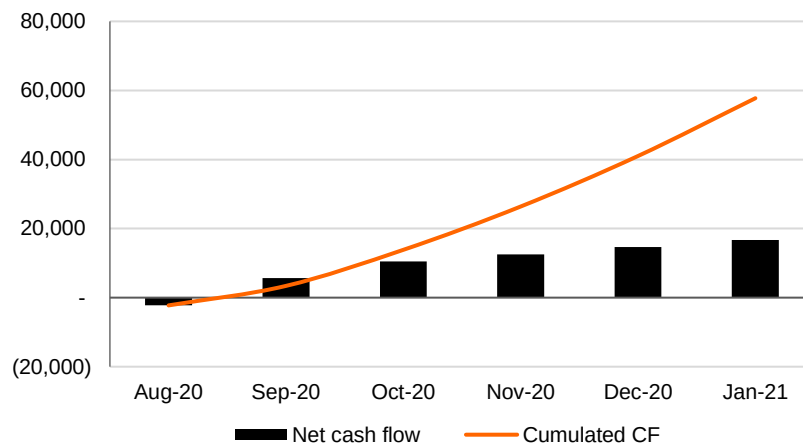


Fig. 8: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a 5% fee charged to all app sales.

A decrease to 1% in the fee charged to Liberty Stadium sees the revenues halved, incurring in operating losses in the first semester (Fig. 9). The break-even analysis shows the initial investment is not recovered as revenues are not high enough to offset the costs (Fig. 10)

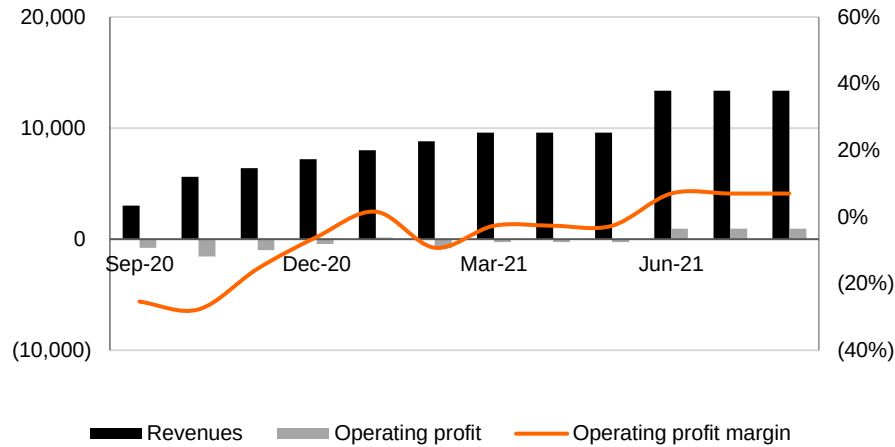


Fig. 9: FanXP monthly key financials evolution from September 2020 to August 2021, assuming a 1% fee charged to all app sales. Operating profit is calculated as total revenues minus total operating expenses and operating profit margin as operating profit divided by total revenues.

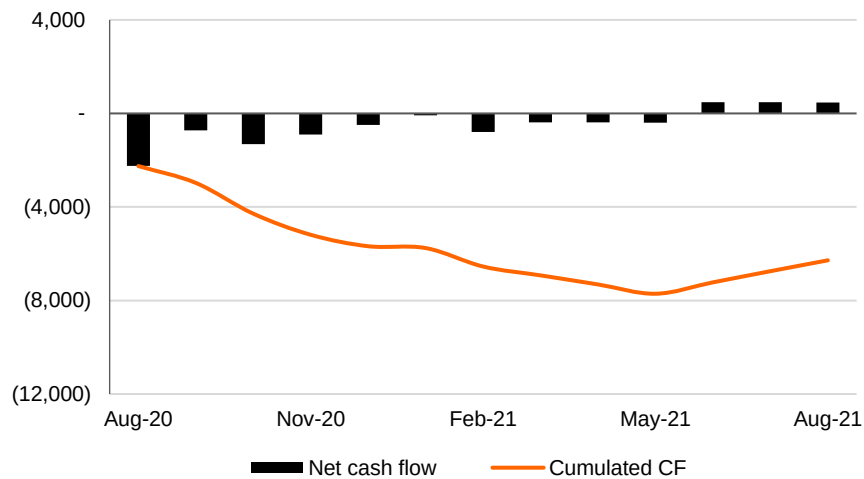


Fig. 10: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a 1% fee charged to all app sales.

The following scenarios assume optimistic and pessimistic forecasts in the percentage of total stadium revenues sold through the app, as shown in Figure 11.

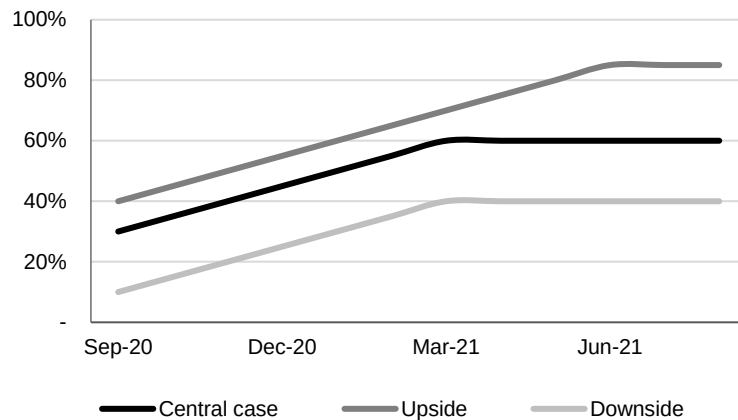


Fig. 11: Evolution of percentage of total stadium revenues sold through FanXP App for the three scenarios.

In the downside scenarios, we can see a significant decrease in revenues, although from December 2020 the operating profit is positive (Fig. 12). Actually, the breakeven analysis shows the initial investment is repaid by June 2021 (Fig. 13).

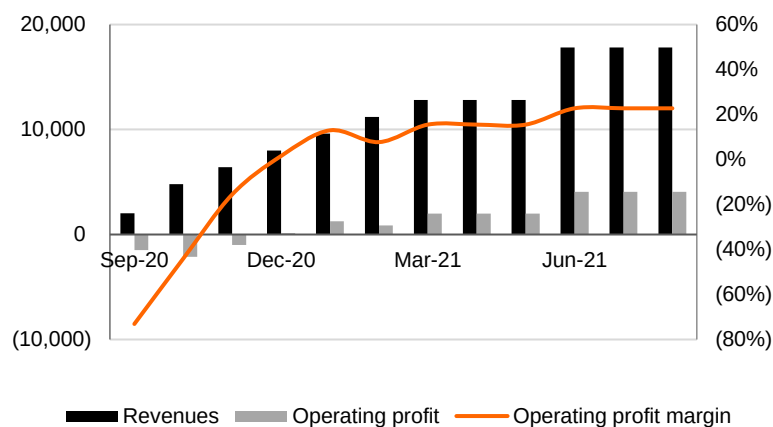


Fig. 12: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a downside scenario in app sales.

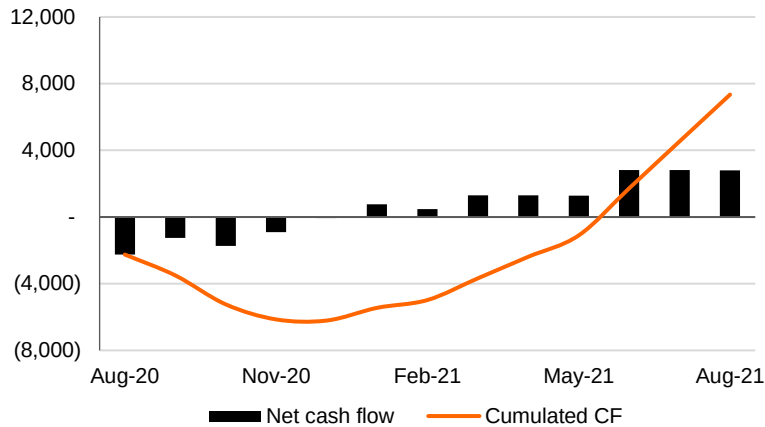


Fig. 13: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a downside scenario in app sales.

The upside scenario triggers an increase in revenues and operating profits compared to the central scenario, and the annual average operating profit margin rises to 44% (Fig. 14). Consequently, the initial investment is repaid in just one month of operations (Fig. 15).

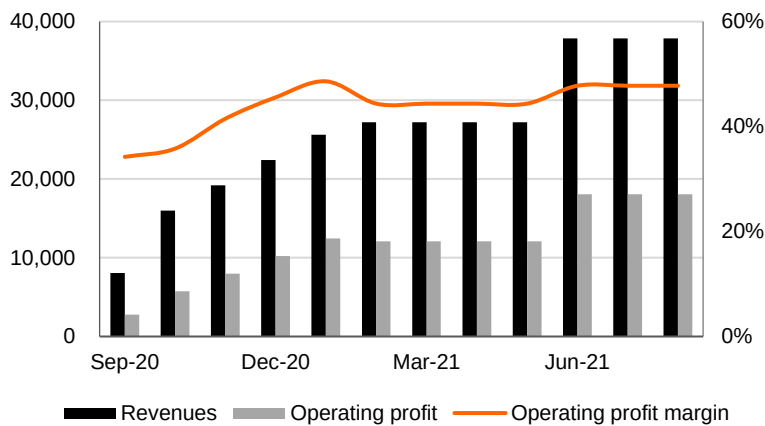


Fig. 14: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming an upside scenario in app sales.

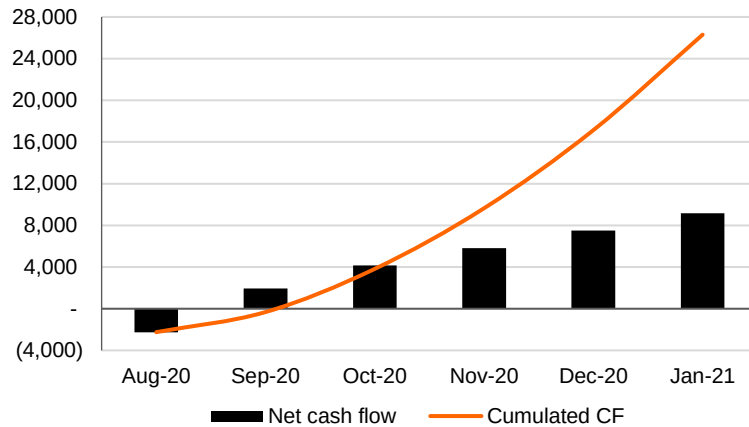


Fig. 15: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming an upside scenario in app sales.

Finally, we have also prepared a scenario with a decrease of 30% in all the events attendance. This tries to simulate the impact of COVID-19 outbreak on public events. Despite a decrease of 30% in annual revenues compared to the central scenario, from the launching of the app operating profits would be generated, with an annual average margin of 16% (Fig. 16). Net cash flows would also be affected but they would still repay the initial investment by June 2021 and at the end of the year the net cumulated cash flow would be £7,343 (Fig.17).

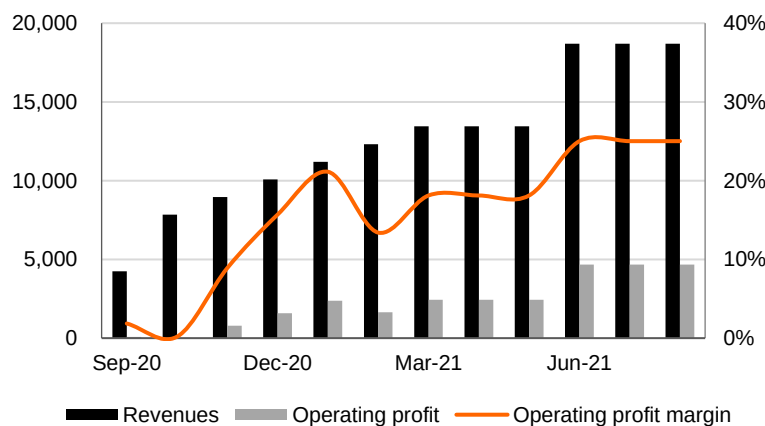


Fig. 16: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a decrease of 30% in all events' attendance.

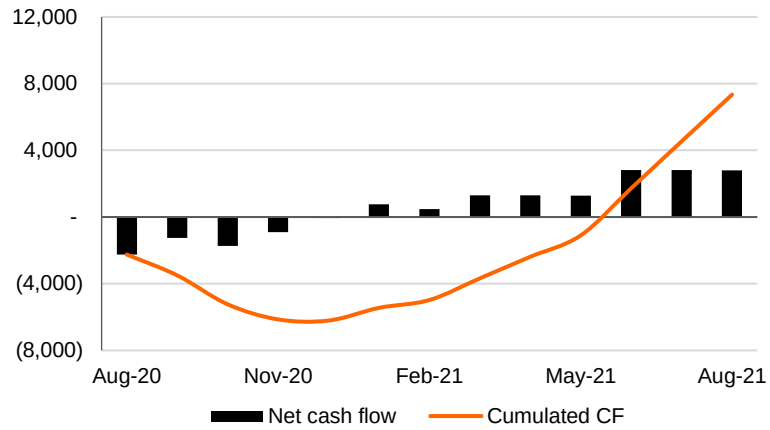


Fig. 17: FanXP monthly net and cumulated cash flow evolution from August 2020 to January 2021, assuming a decrease of 30% in all events' attendance.

Task 2 - Promotional Resources

1. Promotional Pack

The thought process to the way in which we market our product to consumers was to firstly look at whether our product fits into:

- Marketing through Sport
- Marketing of Sport

Our product is uniquely placed within the 'Marketing through Sport' section and it therefore refers to the use of sport by organisations to promote and advertise their products to a specific demographic (Siebl, 2014). Marketing through sports is the area of sports marketing that is concerned with the promotion of services, goods or causes through the popularity of sports such as football, rugby, cricket. Therefore, this is the area for FanXP as the use of sporting events is crucial to advertise our products to the consumers.

Therefore, this is the area that different platforms of advertisement can be utilised with the primary focus on the promotion of a product (FanXP). The use of sports marketing for our product is crucial to our company succeeding over the first 12 months. By using promotional aids such as posters, social media, leaflets it can lead to:

- Brand Recognition

With the vast numbers of games that happen at the Liberty Stadium with Swansea City football club and Ospreys Rugby Club these sporting events are often widely and repeatedly viewed by a vast number of supporters. By advertising our product in and around the stadium, it can lead to companies such as ours obtaining crucial exposure to our brand and product that we have on offer.

By having our brand situated within an elite sports teams ground (Swansea City), it can help to promote the product and services that we offer as organisations such as Swansea City can help to devise a plan to leverage the fans towards the use of our App, ultimately making money for the club, and increasing revenue opportunities for FanXP. Therefore, the consumer's favorite sporting team helps to endorse our brand, therefore bringing FanXP to the attention of vital consumers for our brand.

A vast number of brands can therefore become permanently associated with particular events (FanXP and Swansea and Ospreys), and the consumer would therefore associate the brand and the clubs together and trust in both the brand and the team would increase because of it.

- Promotion of more new products/services

By having a team help to endorse a new service/product, organisations such as our brand FanXP can market our product more easily. Many consumers are reluctant to try new products or services that they have no knowledge or understanding of, but having a football ground to effectively promote the product makes use of the elite level that the club has and helps to raise the interest of Swansea City supporters and the public around the Swansea and South Wales areas.

- Raising viewership of the brand and Increased Revenue

The promotion of our brand FanXP with the use of the area in and around the Liberty Stadium is crucial to the increase in interest for our company. Using a variety of platforms such as:

- Social Media
- Billboards
- Print Media (Posters, Leaflets)
- Television

It enables widespread exposure as a brand throughout the venue. Ultimately, a rise in consumer interest can lead to an increase in revenue for us a company, as consumers can see the vast marketing plan that we have in place to secure interest from supporters and members of the public. As the public can watch the games via television and streams, having our brand situated within the stadium can also increase brand exposure to other members of the public. The sports industry needs supporters of sports otherwise, the industry would be impacted financially. Promoting sports such as football, can lead to an increase in supporters for the clubs and therefore they invest time and money into sport and hopefully into our company FanXP.

Social Media

Social media marketing is the use of social media platforms to help connect with your target audiences to build our brand, increase sales and drive website traffic (Buffer, n.d). Baker, (n.d.) describes social media as the action of creating content to promote products/services from a business using a variety of social media platforms such as:

- Facebook
- Instagram
- Twitter

The use of social media allows consumers to recognise your brand and the more brands recognition FanXP will get, the more product and service we will have as a company. Therefore, social media allows for effective and simplified brand building. The use of social media over other traditional forms of marketing will help to benefit FanXP as it allows for our brand to be seen faster online. The content that is displayed on all our media platforms will be tailored to the specifically chosen platform that it is to be shared on to help boost conversations between consumers and increase the awareness of FanXP.

By connecting and engaging with fans and consumers on social media platforms, it will help to build lasting relationships between us as a business and the consumer. Ways in which we can achieve success in this area is by:

- Interacting with them on our posts
- Responding to their questions and comments
- Providing them with help that they may need

Social media not only helps us to continue engaging with our consumers, but it also allows for us to engage with rival companies and seek any tips to further continue our marketing strategies as a business. Looking at rival companies social media tactics, promotion of products/services, social media campaigns, level of interaction with followers, allows us as a brand to develop and improve the way in which we use social media platforms to engage and interact with our consumers and the way we market our services.

Instagram

Instagram social media platforms is home to over 800 million people across the globe and is one of the most popular social media platforms today (Bose, 2018). Instagram is a platform that uses images to form a personal connection with followers. This allows for us at FanXP to share pictures, posters and videos of our team and happy customers to help engage customers on this social media platform.

Having a visual feed on this platform can help to differentiate our brand from other businesses with the same services/products and provide us with a unique marketing strategy for our brand. By using this social media platform, it enables us to:

- Boost Sales

Instagram allows you to actively update followers about the latest sales and promotions. By actively updating Swansea City fans and members of the public about sales promotions online, can help to increase revenue.

- Better Customer Satisfaction

Social media is a communication and social networking platform. Creating a voice for FanXP and other companies is important in humanising our company. When using social media customers appreciate the personalised responses that are sent rather than automated messages when using social media (Blue Fountain Media, n.d). Being able to acknowledge every comment shows that as a business you are attentive of your consumer base and what they need and, what you do as a company to provide the best experiences (Blue Fountain Media, n.d).

- Cost Effective

Marketing on social media is one of the most cost-efficient parts of advertising and a businesses marketing strategy (Blue Fountain Media, n.d). The reason it is so cheap is based on three key areas from (Kern, 2010):

1. It is nearly free
2. It is available to access 24/7
3. it offers unlimited reach for consumers

Creating social media profiles across a range of social media platforms is relatively cheap with a vast amount of social media networks allowing free access. Any promotions that are paid allow you to invest in relatively low costings compared to other marketing strategies/tactics. As a business, being cost-effective is an advantage as a business such as FanXP can see a greater return on investment and over the long term it can see us as a business retain budget higher than previous years, for use on other marketing strategies and business expenses.

Paying for social media advertising can always be risky business, if we intend to do that as a company we need to ensure that we start off small with relatively low risk and expense to allow us to see whether paid advertising gives a good return on investment. As a business we need to ensure that we fine tune our business and marketing strategies whilst increasing our budgets. By spending a small amount of money and time can help to significantly increase our financial conversion rates and help to get a good return on investment on the money used to invest.

Facebook

The use of Facebook as part of a businesses marketing strategy has shown to have many potential benefits. The benefits that have been shown to help increase sales and profits can be seen below:

- Cost Effectiveness

Using Facebook to market is essential to marketing strategies being cost effective. Normal marketing strategies that could usually cost thousands of pounds can be channelled using Facebook for a fraction of the costing. As FanXP is a small start up business it allows for us and other small/medium businesses with a limited financial budget to deliver marketing campaigns/strategies for a limit of the cost of larger scale companies. Further to this, it gives us a company to trial marketing concepts and themes on Facebook before committing to larger scale marketing campaigns.

- Basic Information about your business

The Facebook Page that we have on FanXP is a place that allows members of the public to come and learn about the basic concepts to our business and allows for an

easy access to a wider demographic of people (including Swansea City Supporters). Facebook is a place where we as a business can publicise our business name, address, and contact details and describe to the public our products and services.

It also allows you to talk about staff, history of the business and any other aspect of the business that will attract consumers to the profile and help to attract more and more Facebook users to the FanXP Facebook page.

- Provide customer support

Customers can post after-sales questions to our Facebook wall, and our staff can answer them there. This is often more efficient than staff answering phone calls and allows other customers to read common questions and answers without having to approach you individually.

Influencer Marketing

Chen, (2019) defines influencer marketing as a type of social media marketing that uses endorsements and the mentioning of products from social media influencers. These individuals have a dedicated social media following and are viewed as celebrities on social media platforms. Influencer marketing works because of the high amount of trust that influencers have built up with their followers on their vast social media networks (Instagram, Facebook, Snapchat, Twitter), and recommendations from them serve as a form of social proofing to a brand such as FanXP and the potential customers that come with influencer marketing (Chen, 2019).

As each individual social media platform expands and evolves, the advertising industry must adapt and change to continue to engage consumers (Woods, 2016). Over the last few years approximately two billion internet users are currently using social media networks (Woods, 2016). These approximate figures are expected to increase over the next few years as mobile device usage and social media networks increase traction (We Are Social, 2016).

Whilst the audience for social media is certainly there, the power of influence is also present on social media platforms, with 74% of consumers stating that they rely on social media platforms to help influence consumer purchasing decisions (Bennett,

2014). 92% of consumers believe recommendations from friends and family members over all forms of advertising (Whitler, 2014). Therefore, advertisers are trying out new ways in which to capitalise on friends and family recommendations using social media influencers, who are trusted almost the same as friends and family members recommendations. According to statistics from a joint study by Annalect and Twitter, 56% of twitter users surveyed rely on recommendations from their friends, whilst 49% of users said that they rely on social media influencers (Swant, 2016).

The spike in popularity of marketing using influencers is seen to provide favourable results for advertisers. A study found that marketing using influencers can increase return on investment by x11, rather than other forms of advertising annually (Kirkpatrick, 2016). For us at FanXP influencer marketing is an area that we believe would be beneficial to us to use.

Google Ads

Google Ads is a service created by Google that allows advertisers from a range of businesses to show “sponsored links” in Google’s search results platform (Rampton, 2014). The system which is used by Google for businesses to pay is called PPC (Pay per click). Advertisers from across the globe bid on specific key words that they want to show up on their paid search results on Googles search bar. When consumers perform searches on google containing those particular key words that companies have payed to use, Google will then display the advertisers’ adverts in the paid search results of the consumer. Advertisers are charged on a pay-per-click basis (Elias, 2018), they will only pay when a user on the google platform clicks on their ad (Mannix, n.d).

Google Ads provides a variety of different benefits to advertisers and is just one of the many digital marketing techniques companies are now using to maintain a competitive edge. A few of the benefits of Google Ads include:

- Immediate exposure – Your advertisement can show in the top 5 results on a Google search results page
- Reach – Showing potential customers relevant, targeted adverts in a timely manner when they search Google for your products, services or business

- Geotargeting – Ensure you are targeting your adverts to the right geographic locations (e.g. South Wales, Swansea areas)
- Reporting – Google Adverts reporting allows you determine which keywords are or are not working, the click-through-rate of your adverts and much more reliable and relevant information
- Budgeting – Google Adverts works well for all different businesses' budget types and gives you the ability to manage your bids and budgets effectively (Smith, 2019).

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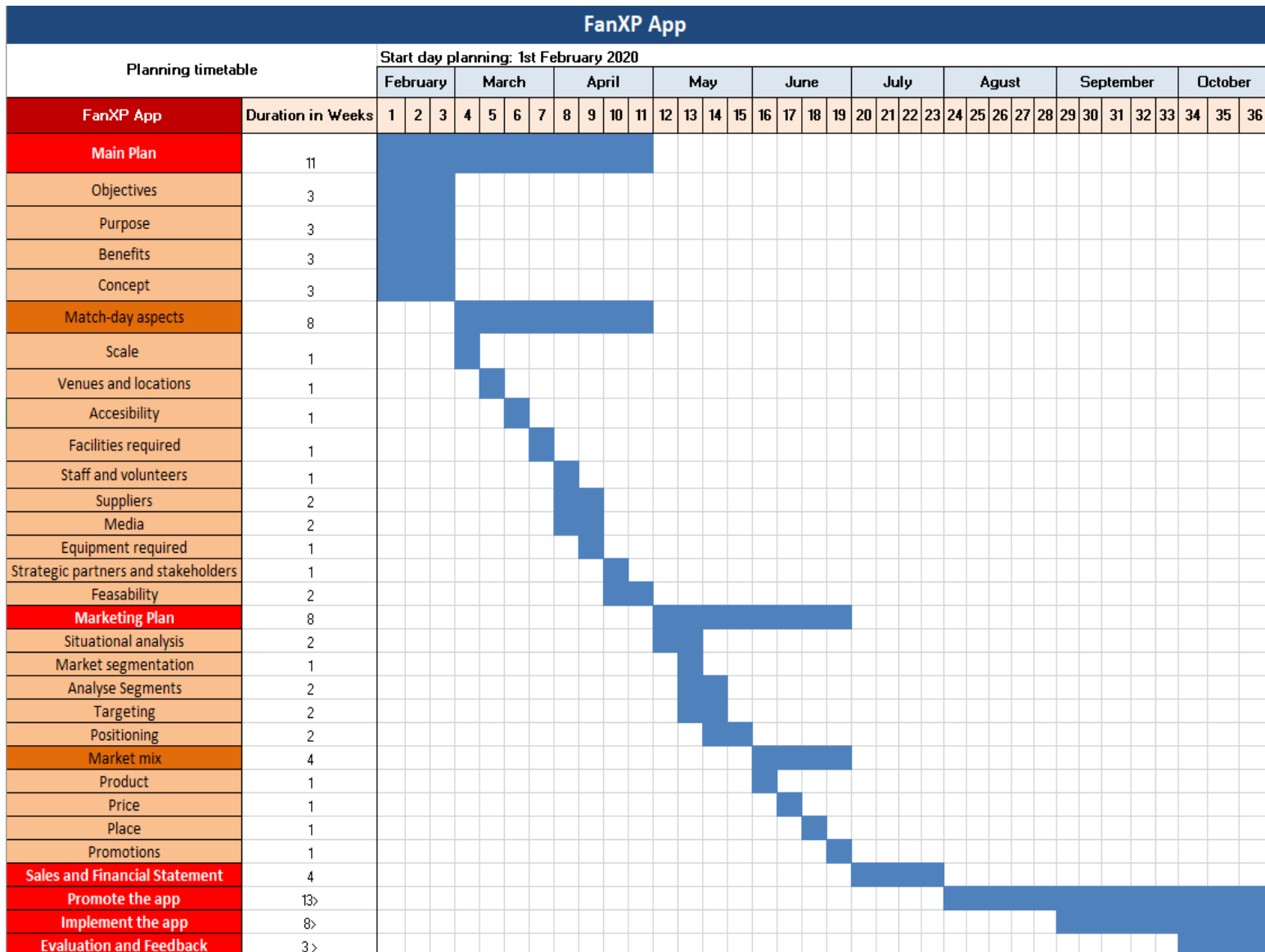
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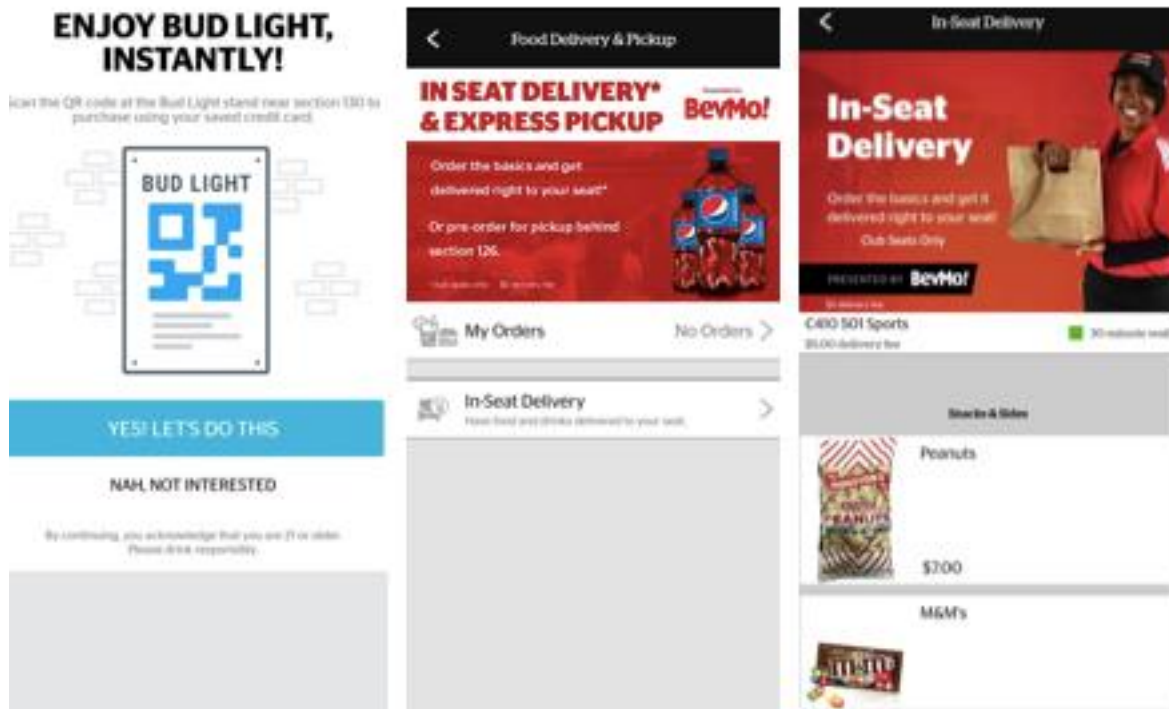
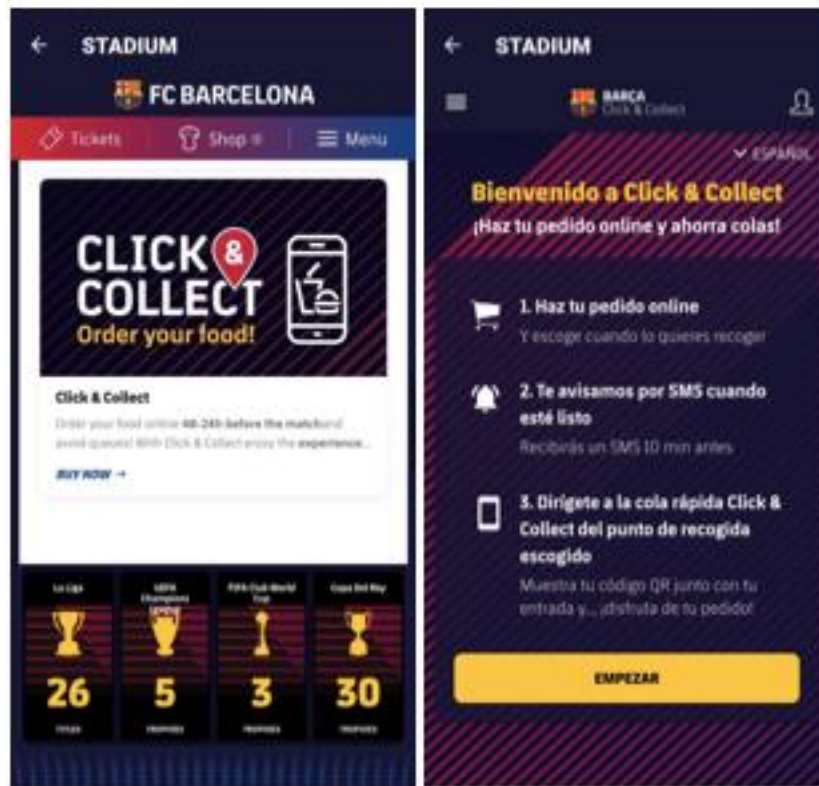
Appendices

Appendices for the Business Plan

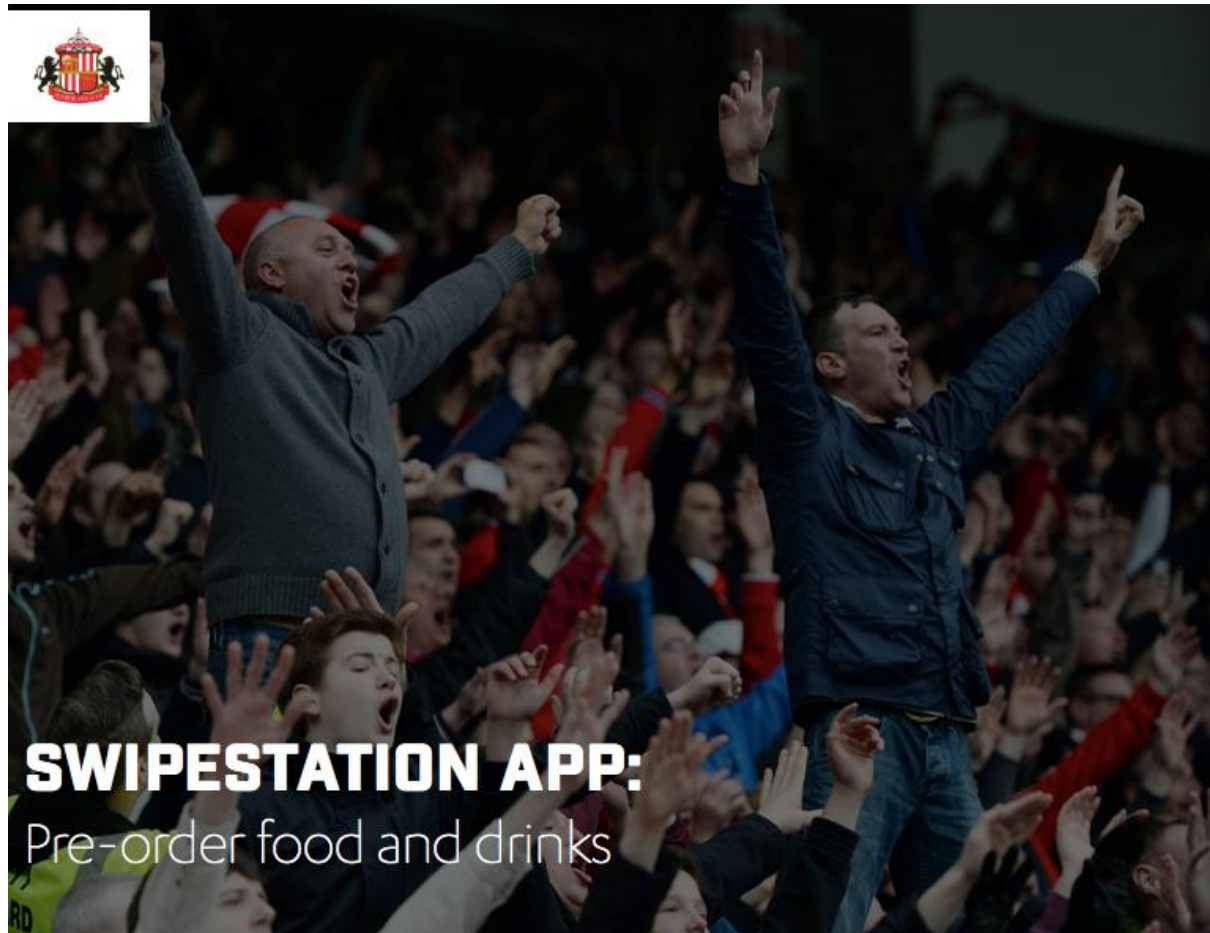
Appendix 1 – FanXP Grant chart



Appendix 2 - Barcelona Click & Collect - Levi's Stadium Food Delivery & Pick Up



Appendix 3 - Click & Collect services



LEYTON ORIENT



PRE-ORDER YOUR STADIUM FOOD

Appendix 4 – FanXP SWOT analysis

Strengths	Weaknesses
-An innovative match day experience -Cheap match-day entry -Average expenditure in stadium=£13.62 - Average expenditure in Stadiums with apps=£13.62 + £6.10 -Deliver other activities to engage a wider audience -Technological -Improve fan experience -First hand stadium/event experience -Large target market -Reliable source of products/services -Avoid queues -Sustainable	-Volume of usage -Social media -Stadium network -Business experience/network -Ageing population -Smart phones -Not a popular app
Opportunities	Threats
- Improve ordering, delivering and payment of customers. -Expansion i.e. Other stadia/clubs -To attract large number of audiences due to potential sponsorships -Add surveys in the app so that visitors can answer rapidly, this will help to face the next	-Coronavirus -Brexit/Politics -Technology failing -Other companies/stadia -Technological improvements (additional cost) -Changing customer base

match-day in order to improve customers' needs and wants -Engage more people practicing football to enhance well-being around Wales -Improve social media, i.e. through influencers -App developments: work with fans on improvements -Collaborations: working with photographers, sponsorships -Scalability -Change in population age	-Location might be a barrier for some people because Swansea does not have powerful transport communications as other football teams
--	---

Appendix 5 – Swansea City Season Ticket Cost breakdown

CATEGORY/STAND	EARLY BIRD DEC 2019 - JAN 31 2020	STANDARD PRICE FEB 1 2020 - MARCH 31	EARLY BIRD PRICE PER GAME	STANDARD PRICE PRICE PER GAME
ADULT				
WEST	£459*	£489*	£19.96	£21.26
SOUTH/EAST/NORTH	£399*	£439*	£17.35	£19.09
SENIORS (65+) AND FULL-TIME STUDENTS				
WEST	£309*	£339*	£13.43	£14.74
SOUTH/EAST/NORTH	£269*	£299*	£11.70	£13.00
UNDER 18S				
EAST/WEST/NORTH	£139*	£169*	£6.04	£7.35
SOUTH	£49*	£69*	£2.13	£3.00
INTRODUCTION OF NEW TERM TIME STUDENT SEASON - OCTOBER ONWARDS (BASED ON 16 GAMES)				
WEST	£219*	£239*	£13.69	£14.94
SOUTH/EAST/NORTH	£189*	£209*	£11.81	£13.06

Appendix 6 – FanXP financial statements

Table 1: Forecast of FanXP profit and loss account for the period September 2020 to August 2021. Main assumptions are central case scenario at a revenues fee of 2%.

£ - Profit & loss	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Revenues	6,062	11,203	12,803	14,404	16,004	17,605	19,205	19,205	19,205	26,717	26,717	26,717
Operating expenses	(4,710)	(8,836)	(9,316)	(9,796)	(10,276)	(12,256)	(12,737)	(12,737)	(12,737)	(16,428)	(16,428)	(16,428)
Operating margin	1,352	2,367	3,487	4,608	5,728	5,348	6,469	6,469	6,469	10,289	10,289	10,289
Depreciation and amortisation	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)
Debt interests	(10)	(9)	(8)	(8)	(7)	(6)	(5)	(5)	(4)	(3)	(2)	(1)
Taxes	(331)	(585)	(865)	(1,145)	(1,426)	(1,331)	(1,611)	(1,611)	(1,612)	(2,567)	(2,567)	(2,567)
Net profit	993	1,755	2,595	3,436	4,277	3,992	4,834	4,834	4,835	7,701	7,701	7,702

Table 2: Forecast of FanXP cash flow statement for the period September 2020 to August 2021. Main assumptions are central case scenario at a revenues fee of 2%.

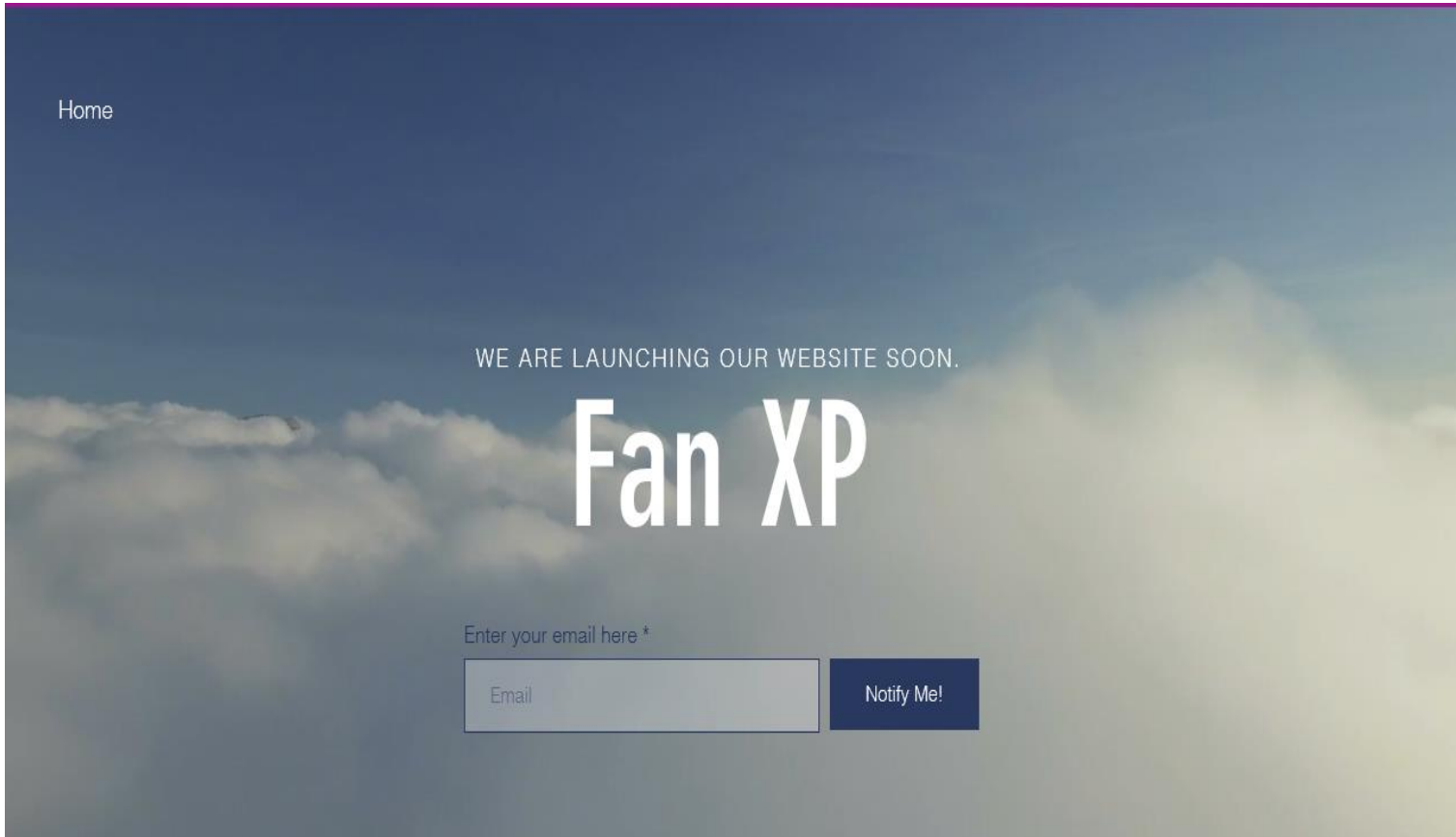
£ - Cash flow statement	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Net income	-	993	1,755	2,595	3,436	4,277	3,992	4,834	4,834	4,835	7,701	7,701	7,702
D&A	-	19	19	19	19	19	19	19	19	19	19	19	19
Total operating cash flow	-	1,011	1,773	2,614	3,455	4,295	4,011	4,852	4,853	4,853	7,719	7,720	7,721
Investments	(4,500)	-	-	-	-	-	-	-	-	-	-	-	-
Total investing cash flow	(4,500)	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in senior d	2,250	(141)	(148)	(156)	(164)	(172)	(180)	(189)	(199)	(209)	(219)	(230)	(242)
Total financing cash flow	2,250	(141)	(148)	(156)	(164)	(172)	(180)	(189)	(199)	(209)	(219)	(230)	(242)
Net cash flow	(2,250)	870	1,625	2,458	3,291	4,124	3,831	4,663	4,654	4,644	7,500	7,490	7,479

Table 3: Forecast of FanXP balance sheet for the period September 2020 to August 2021. Main assumptions are central case scenario at a revenues fee of 2%.

£ - Balance sheet	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Non current assets	4,500	4,481	4,463	4,444	4,425	4,406	4,388	4,369	4,350	4,331	4,313	4,294	4,275
Cash	-	870	2,495	4,953	8,244	12,368	16,198	20,861	25,515	30,159	37,659	45,149	52,628
Total assets	4,500	5,351	6,958	9,397	12,669	16,774	20,586	25,230	29,865	34,491	41,972	49,443	56,903
Debt	2,250	2,109	1,960	1,804	1,641	1,469	1,289	1,099	900	691	472	242	-
Total liabilities	2,250	2,109	1,960	1,804	1,641	1,469	1,289	1,099	900	691	472	242	-
Equity	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Cumulated profit/losses	-	993	2,747	5,342	8,778	13,055	17,047	21,881	26,715	31,549	39,250	46,951	54,653
Total equity	2,250	3,243	4,997	7,592	11,028	15,305	19,297	24,131	28,965	33,799	41,500	49,201	56,903
Total equity & liabilities	4,500	5,351	6,958	9,397	12,669	16,774	20,586	25,230	29,865	34,491	41,972	49,443	56,903

Appendices for promotional Resources

Appendix 1 - Launching FanXP website soon



Appendix 2 - Furlough Employee Letter (FanXP Employee)

Letter confirming an agreement to temporary furlough



Dear Jamie Newell

As discussed with Aaron Williams on 21st February 2020, we have decided as a business to place you 'on furlough'.

This means that you will still be employed by us although you will be paid at the reduced rate of 80% as per the Government's Furlough Scheme. You will not do any work for us during the furlough period. We can then use the Government's Coronavirus Job Retention Scheme, which covers 80% of your normal pay [for employees earning more than £2,500 per month, add 'up to a maximum of £2,500 per month'].

With this, we hope to keep the business going and avoid redundancies if possible until matters get back to normal.

If you agree to be placed on furlough, your contract of employment will be temporarily varied. You will need to sign to confirm your agreement to the variation on the last page of this letter, in the section letter headed "confirmation of agreement" and return a copy to us. We are sending two copies of this letter so that you can keep one for your records. Unless we agree otherwise and unless your contract of employment is terminated by you or by us before that date, the temporary variation will come to an end on the date when we as a business return to normal work as per government guidelines.

Your period of furlough will begin on 19th March 2020. It will last for at least a period of three weeks and may last up to three months. After three weeks, we will keep the situation under review as per the Government reviews with the Prime Minister. The three months may need to be extended and, if so, we will discuss this with you. As soon as we think we can get you

back to work as normal, we will give you notice and will expect you to return to work immediately unless agreed otherwise.

Please confirm your contact details in the section at the bottom of this letter so that we can keep in touch.

To summarise, this is how furlough will work:

1. Based on your wage/salary while on furlough we will pay you 80% of your monthly wage.

This amounts to 80% of the maximum amount that can be claimed under the Job Retention Scheme

This amount is subject to deductions for tax and national insurance in the usual way.
2. In addition to your salary we will pay employer national insurance contributions and minimum automatic enrolment employer pension contributions on that [wage/salary].
3. Your contract of employment will continue with Fan XP, but the terms of the Job Retention Scheme require that you do not do any work for us during the furlough period until further notice.
4. While your statutory rights are unaffected by this variation to your contract of employment, your contractual entitlements to pay and other financial benefits during the furlough period are limited to those in points 1 and 2.

If you agree to this temporary variation, please sign and date below and return a signed copy of the letter to Aaron Williams (HR Manager) before the 28th February 2020.

If you have any questions about your entitlement to annual leave or any other of your rights or entitlements during the period of furlough, please direct those questions to Aaron Williams, HR Manager or members of the management team.

Yours sincerely

Christopher Gray (Fan XP) Manager

Confirmation of agreement

We agree that the contract of employment between [name of employee/worker and name of employer] will be temporarily varied and that [name of employee/worker] will be placed on furlough on the terms set out in this letter.

Signed: _____ Date: _____ (Employee/Worker)

Signed: _____ Date: _____ (Employer)

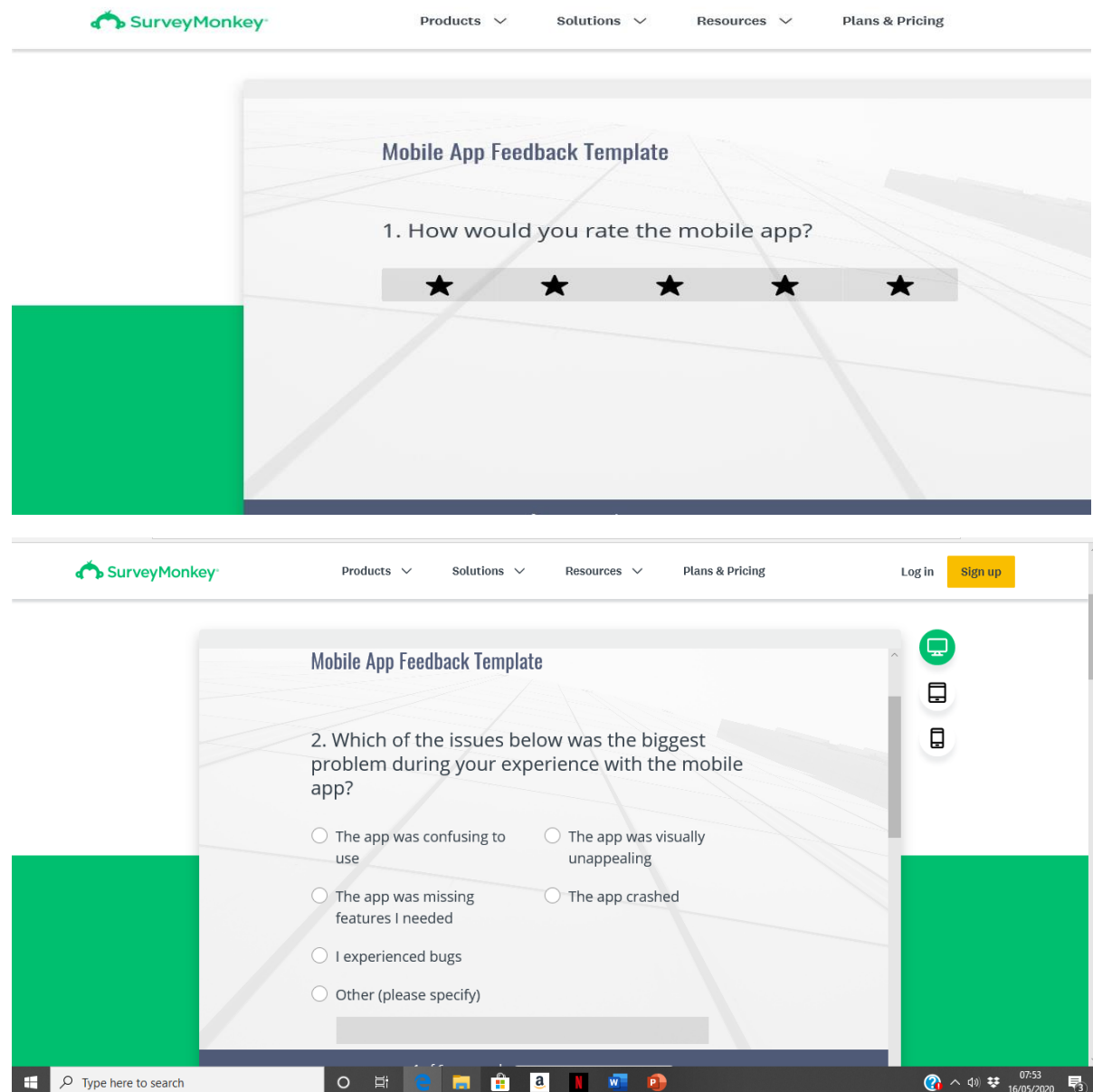
Employee/worker contact details:

Tel: _____

Email: _____

Address: _____

Appendix 3 - Customer Feedback Form – Survey Monkey



The image shows a screenshot of a SurveyMonkey survey titled "Mobile App Feedback Template". The survey is displayed on a desktop screen, with a Windows taskbar visible at the bottom. The survey consists of two questions.

Question 1: "1. How would you rate the mobile app?"

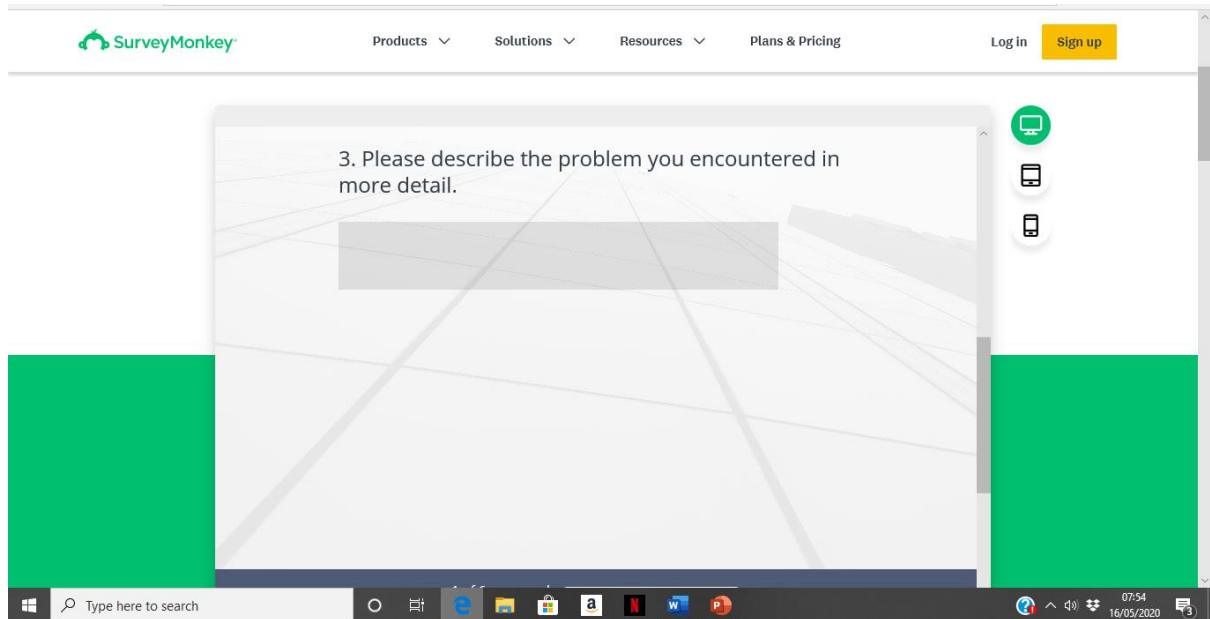
The response options for Question 1 are a 5-point star rating scale, represented by five stars in a row.

Question 2: "2. Which of the issues below was the biggest problem during your experience with the mobile app?"

The response options for Question 2 are radio buttons next to the following issues:

- ☐ The app was confusing to use
- ☐ The app was visually unappealing
- ☐ The app was missing features I needed
- ☐ The app crashed
- ☐ I experienced bugs
- ☐ Other (please specify)

A text input field is provided for the "Other" option.

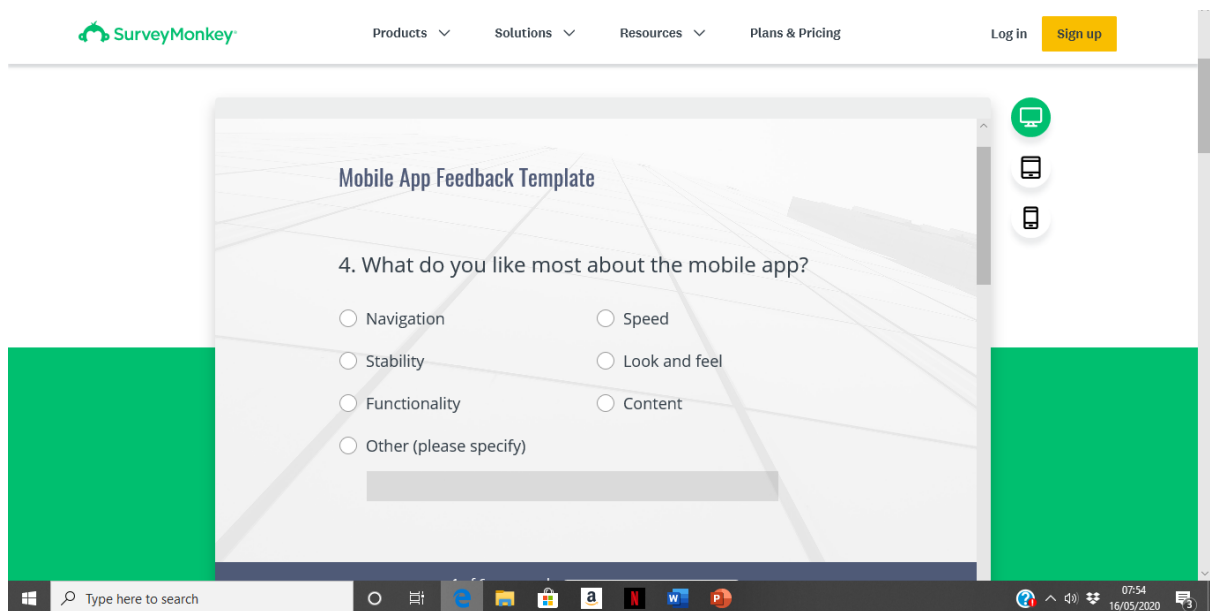


SurveyMonkey Products Solutions Resources Plans & Pricing Log in Sign up

3. Please describe the problem you encountered in more detail.

Type here to search

07:54 16/05/2020



SurveyMonkey Products Solutions Resources Plans & Pricing Log in Sign up

Mobile App Feedback Template

4. What do you like most about the mobile app?

☐ Navigation ☐ Speed

☐ Stability ☐ Look and feel

☐ Functionality ☐ Content

☐ Other (please specify)

Type here to search

07:54 16/05/2020

SurveyMonkey® Products Solutions Resources Plans & Pricing Log In Sign up

5. What do you like least about the mobile app?

☐ Speed ☐ Look and feel

☐ Navigation ☐ Stability

☐ Functionality ☐ Content

☐ Other (please specify)

Type here to search

07:54
16/05/2020

SurveyMonkey® Products Solutions Resources Plans & Pricing Log In Sign up

6. Anything else you would like to share about the mobile app?

Type here to search

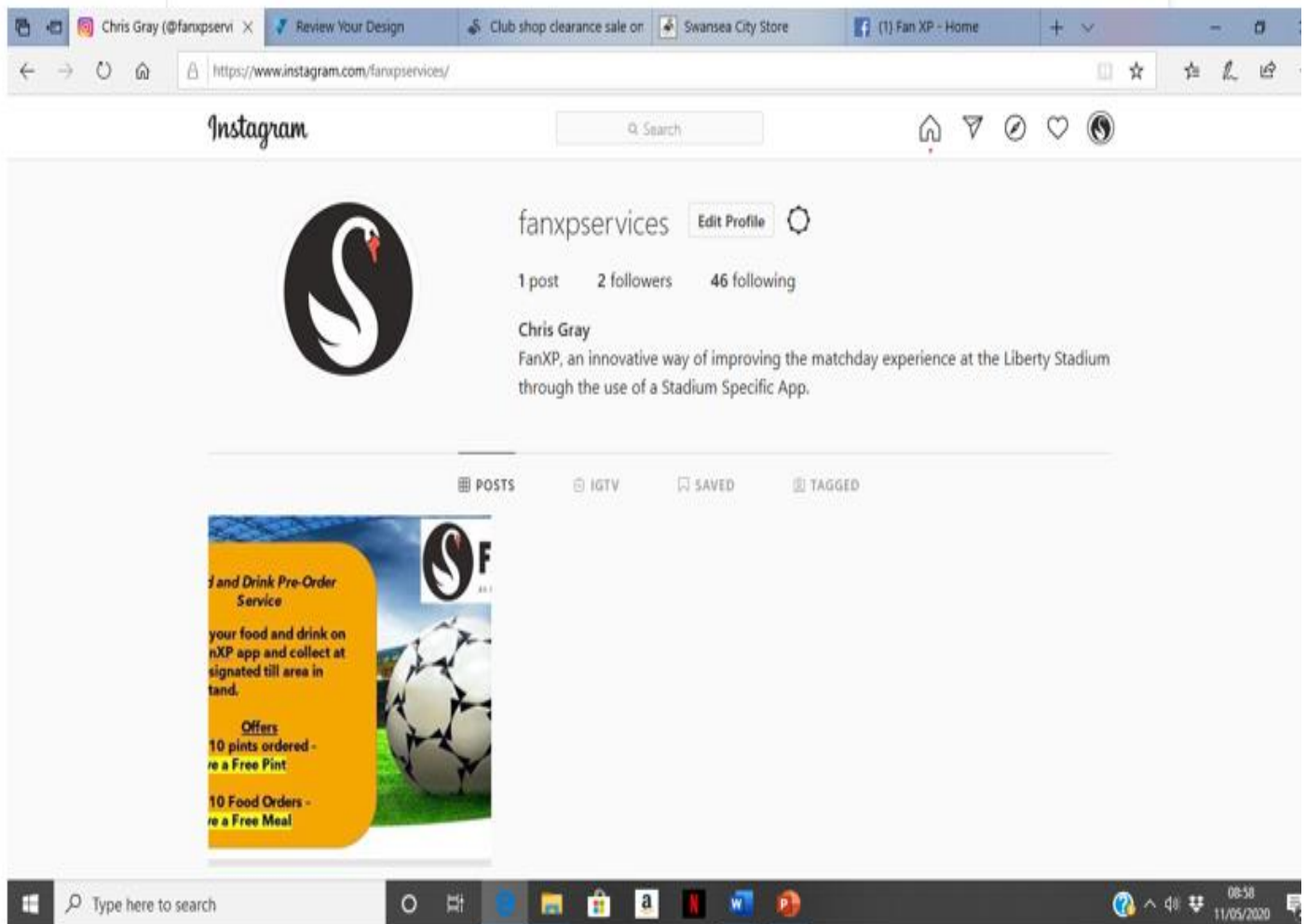
07:55
16/05/2020

Appendix 4 - Business Cards

Business Cards



Appendix 5 - Social Media Platform – (Instagram)



Appendix 6 - Social Media Platform – (Facebook)

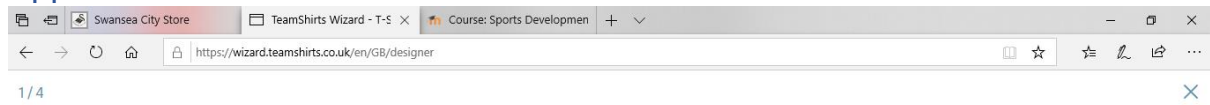


The screenshot displays the Facebook interface for the 'Fan XP' page. The top navigation bar includes the Facebook logo, a search bar, and user profile information. The main content area shows the page's cover photo, which features a soccer ball and text about food and drink pre-order service. The left sidebar contains the page name 'Fan XP' and navigation options like 'Home', 'Posts', 'Events', and 'Promote'. The right sidebar lists 'INSTANT GAMES', 'YOUR GAMES', and 'YOUR PAGES'. The bottom of the image shows a Windows taskbar with various application icons and the system clock.

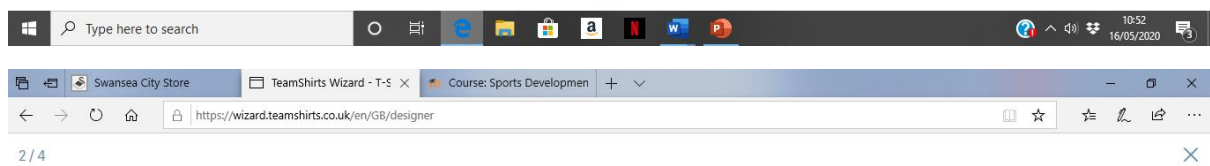
Appendix 7 - Social Media Platform – (Twitter)



Appendix 8 - FanXP Staff T shirts

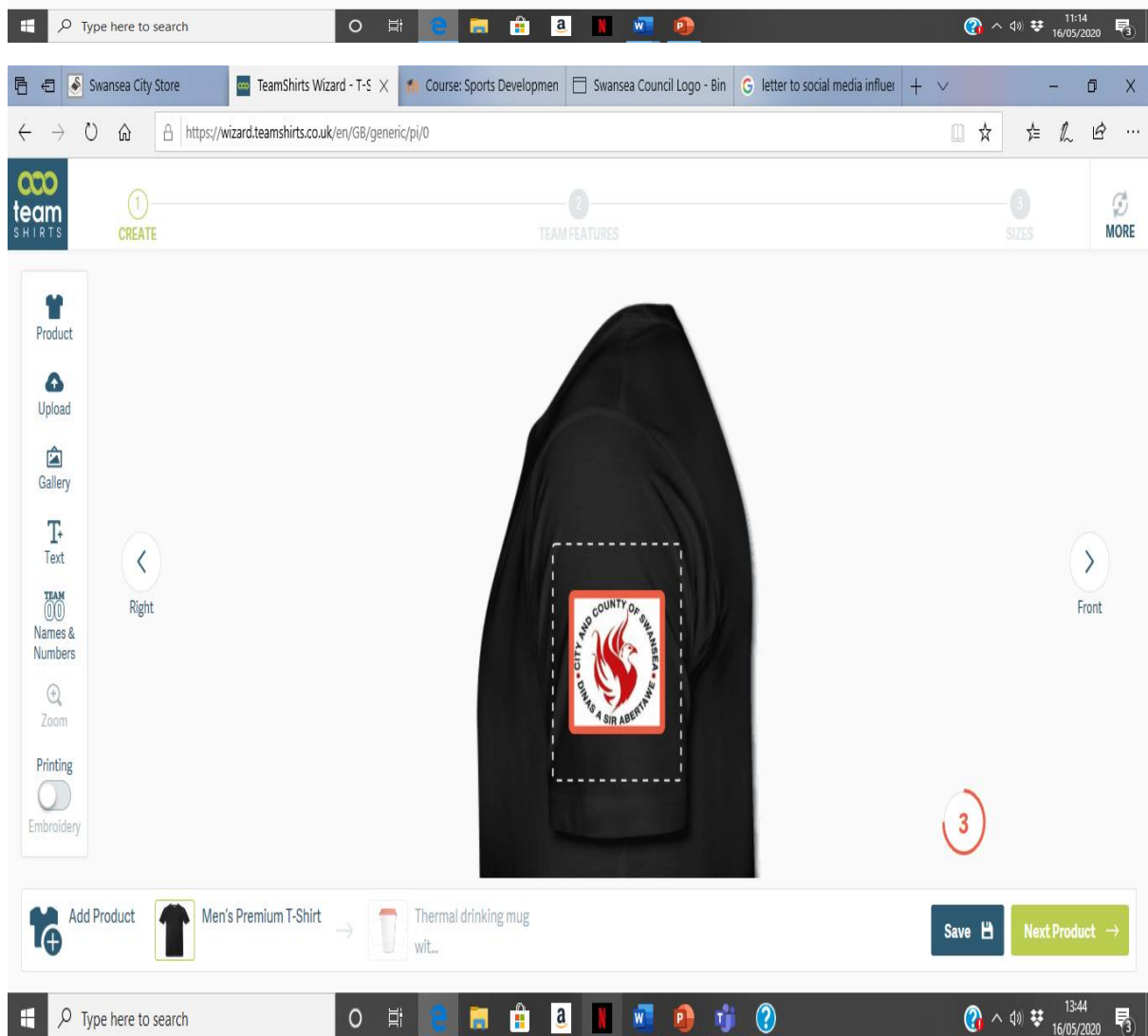
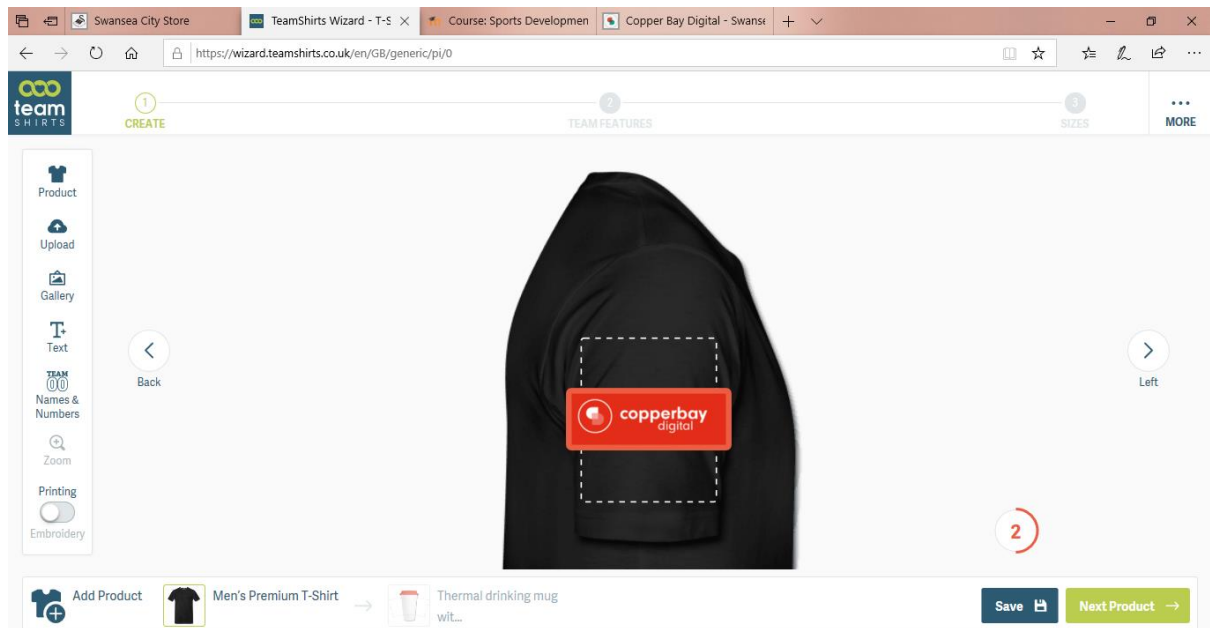


Front



Back





Appendix 9 - Staff and Merchandising Mugs



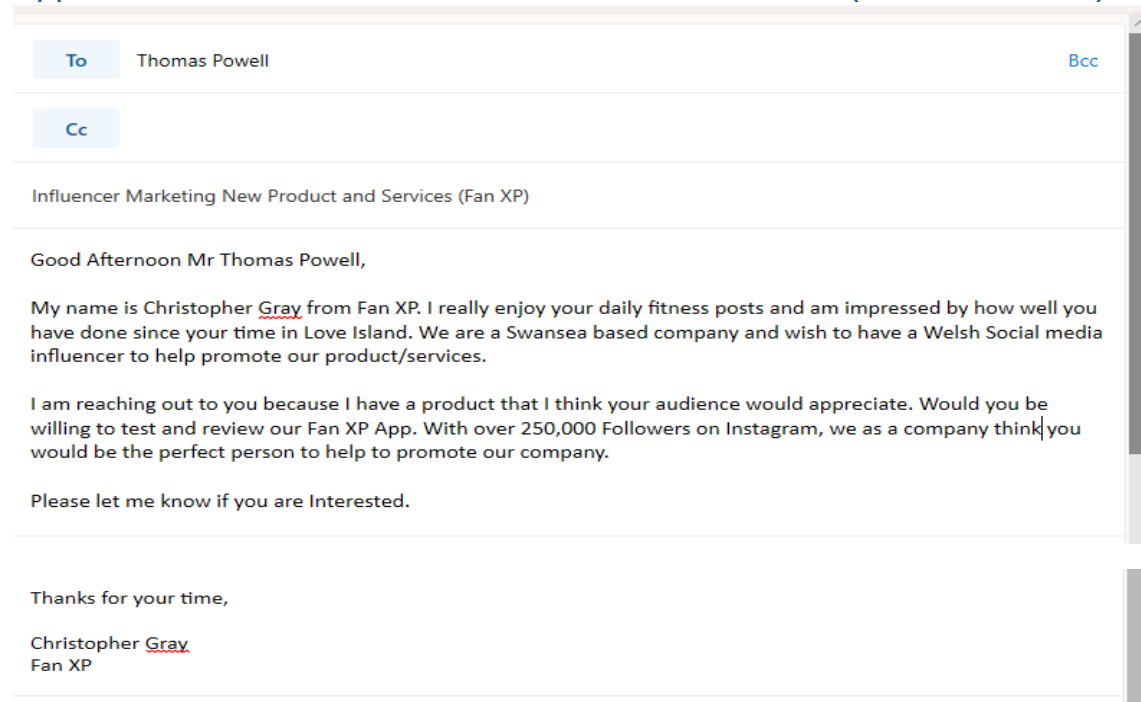
Appendix 10 - Staff Work Laptop Bags



Appendix 11 - Thermal Drinking Travel Mugs (Staff and Merchandise)



Appendix 12 - Email to Welsh Social Media Influencer (Thomas Powell)



Appendix 13 - Promotional Poster (Food and Drink)



Appendix 14 - Promotional Poster (Club Shop Sale)



**CLEARANCE
SALE**

Selected lines only | Terms & Conditions apply

**Get it while stocks last! Find Everything you need
for a Swansea City Match Day on our App**

 **FANXP**
An innovative match experience

Appendix 15 - Promotional Poster (Season Ticket Renewal)



FOREVER AND ALWAYS Season Ticket Renewal 20-21

Renew Your Season Ticket On
The FanXP App and Receive a
10% Off Voucher for use on
the FanXP Club shop

Click the FanXP Button and
Renew Now!!

SEASON TICKET RENEWALS 2020-21

 **FANXP**
An innovative match experience

Appendix 16 - Promotional Posters (FanXP Park and Ride)



Appendix 17 - Promotional Posters – Hospitality at Liberty Stadium



Experience the Liberty Stadium Experience with Hospitality on Matchdays.

Head to the Fan XP App for pricing on all Hospitality Packages

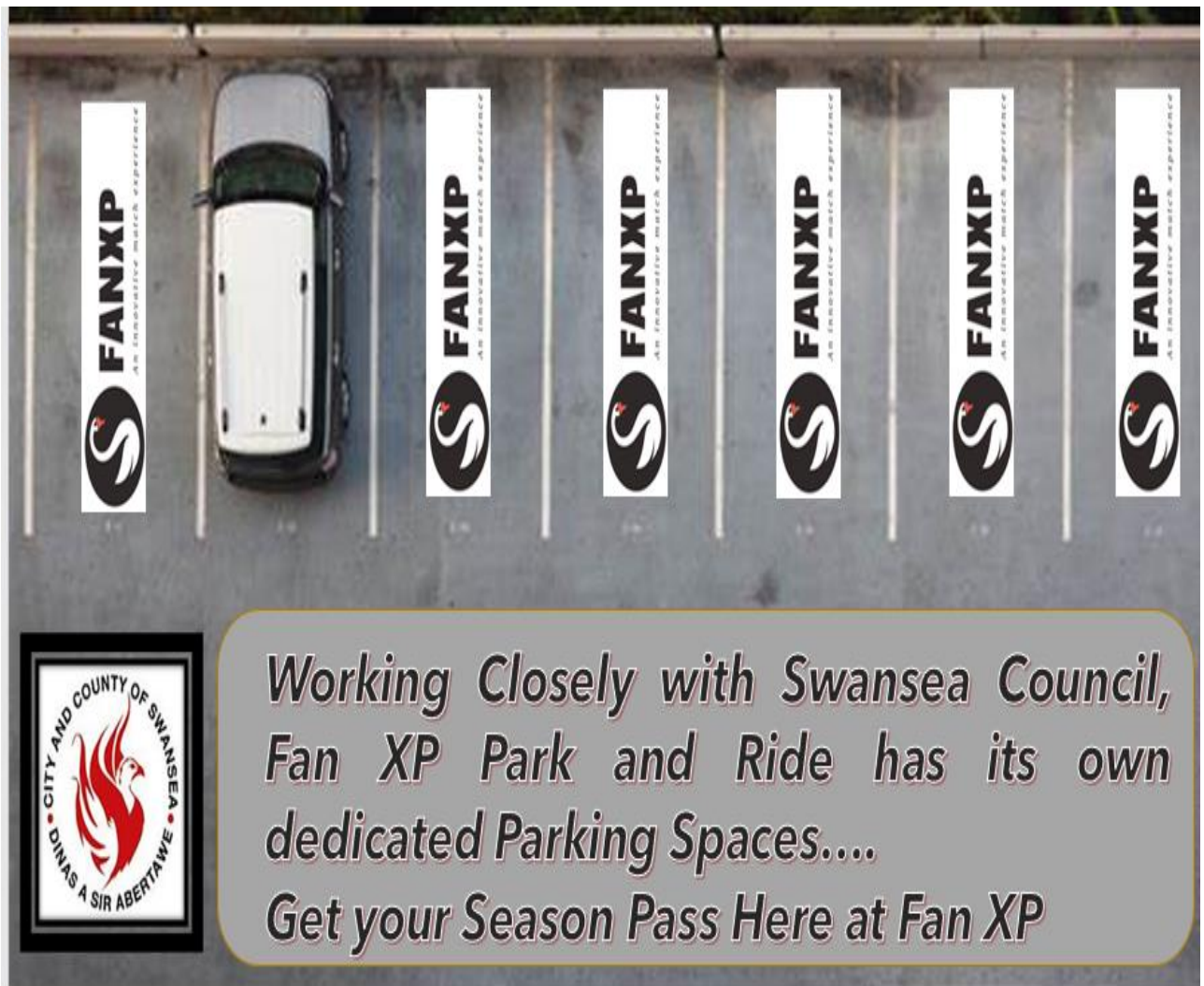
Download the App on Android and Apple Store and Start searching right away.

 **FANXP**
An innovative match experience

Appendix 18 - Promotional Billboard – FanXP



Appendix 19 - FanXP – Car Parking Spaces



Appendix 20 - Staff Promotional Aid – Car Wrap



Appendix 21 - Food and Drink Poster



Appendix 22 - Staff - FanXP Mobile Phone Case



Appendix 23 - Staff – Laptop case (FanXP)



Appendix 24 - FanXP – Staff Lanyards



Appendix 25 - Ticketing Poster



The poster is split into two main color sections: white on the left and red on the right. In the top left of the white section, a black box contains the text: "Tickets are now available Log onto the Fan XP App and get your tickets". Below this is the Swansea City AFC logo, which features a stylized black swan with the text "SWANSEA CITY AFC" in a semi-circle underneath. In the bottom left of the white section, the "FANXP" logo is displayed in large, bold, black letters, with the tagline "An innovative match experience" in a smaller font below it. In the center, overlapping the white and red sections, is the Sky Bet EFL Championship logo. On the red section, the Nottingham Forest logo is prominently displayed in white, featuring a stylized tree with two stars above it and the word "FOREST" in bold letters at the base.

Appendix 26 - Letter to Swansea City Football Club

To:

Swansea City Football Club

Beaufort Road

Swansea

SA6 8AX

18th May 2020

Subject: Fan XP Exciting Partnership

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

Designed to be used on matchdays at football and rugby stadiums this is a new innovative way to be able to:

- Access Matchday Programmes (Paperless)
- Access Matchday Tickets (Paperless)
- Pre order Matchday Food and Drink
- Park and Ride through the App

And many more wonderful features.

We are a Swansea Based company and therefore have come to you today to share what our business has to offer. If you would like more information, then please feel free to contact us.

Thanking you,

Sincerely,

Mr Christopher Gray

Fan XP

3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

Appendix 27 - Letter to Ospreys Rugby Club

To:

Ospreys Rugby Club

Liberty Stadium,

Landore

Swansea

SA1 2FA

18th May 2020

Subject: Fan XP Exciting Partnership

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

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3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

Appendix 28 - Letter to Swansea Council

To:

City and County of Swansea Council

Civic Centre

Oystermouth Road

Swansea

SA1 3SN

18th May 2020

Subject: Fan XP Exciting Partnership

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

Designed to be used on matchdays at football and rugby stadiums this is a new innovative way to be able to:

- Park and Ride through the App

And many more wonderful features.

We at Fan XP can see a great opportunity to work with you at the City and County of Swansea Council to provide a Park and Ride Service for fans of Swansea City and Ospreys Rugby Clubs. Enabling supporters get safe and efficient travel to and from games

We are a Swansea Based company and therefore have come to you today to share what our business has to offer. If you would like more information, then please feel free to contact us.

Sincerely,

Mr Christopher Gray

Fan XP

3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

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Appendix 29 - Sponsorship Opportunities Letter (Admiral)

To: Admiral Insurance Company Limited

Tŷ Admiral

David Street

Cardiff

CF10 2EH

18th May 2020

Subject: Fan XP Sponsorship Opportunities

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

Designed to be used on matchdays at football and rugby stadiums this is a new innovative way to be able to:

- Park and Ride through the App
- View Programmes (Digitally)
- Matchday Tickets (Digitally)

And many more wonderful features.

We at Fan XP can see a great opportunity for Sponsorship opportunities through our App. To connect digitally through our App with a wide range of Supporter could inevitably increase revenue and income to your business.

We are a Swansea Based company and therefore have come to you today to share what our business has to offer. If you would like more information, then please feel free to contact us.

Sincerely,

Mr Christopher Gray

Fan XP

3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

Appendix 30 - Sponsorship Opportunities – Sinclair Motor Group

To: Sinclair Motor Group

Mercedes House Old Field Rd,

Pencoed

CF35 5LJ

18th May 2020

Subject: Fan XP Sponsorship Opportunities

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

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Sincerely,

Mr Christopher Gray

Fan XP

3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

Appendix 31 - Sponsorship Opportunities – Castell Howell Foods

To: Castell Howell Foods

Cross Hands Food Park,

Llanelli

SA14 6SX

18th May 2020

Subject: Fan XP Sponsorship Opportunities

Dear Sir/Madam

I am writing this letter on behalf of Fan XP Business. Through this letter we would like to provide you with information regarding our new and exciting business opportunity created by us here at Fan XP. Fan XP in association with Copper Bay Digital have come up with a Fan specific app designed to innovate a supporters matchday experience using their smartphones.

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Sincerely,

Mr Christopher Gray

Fan XP

3 Mansel Road

Bonymaen

Swansea

SA1 7AU

Email: Christopher.Gray.FanXP@outlook.com

Phone: 01792 421272 07463227711

Appendix 32 - FanXP Website (Pending Completion)

