

Workshop Case Study – FC BarMan XY Ticket Booking System



Background

FC BarMan XY is comprising:

- 1st Team – A League, 4th place now for season 2021/ 2022
- 1 team under 21 years - development team, B league, 9th place for season 2021/ 2022
- sports educational academy (54 students aged 16-18)

Sport Complex with:

- 1 main stadium – 45 000 seats
- 2 training fields (artificial turf)
- Fitness club

Fan club- 150 000 registered fans

~ 1 000 000 fans total

Problem Statement

The development of football increasingly turned into a show that entertained the general public. Currently, soccer is enjoyed by all social classes ranging from lower to upper levels. Because it is so popular, sports football has now evolved into a sports industry aimed at commercial. FC BarMan XY revenue sources that can be obtained from outside the club are television broadcasting rights, investors (football trust), and sponsors. While the source of

funds that come from within the club itself is the sale of tickets, merchandise, supporters, t-shirts, souvenirs.

FC BarMan XY revenue from home football ticket sales is reducing significantly each year over the past five years. Only 2% of seats in the stadium are sold to season ticket owners (compared to 20% 5 years ago). 1% are the priority seats sold for 2021/2022 (seasonal tickets + required donation amount) compared to 10% 5 years ago.

Booking tickets is one of the mandatory processes that must be done by many people before watching a game or a show. The ticket booking process is currently less effective, both in terms of time and cost. Ticket sales of football matches is still done manually, so spectators who want to buy tickets for football matches of FC BarMan XY have to queue up at the stadium counters.

Ticket sales in this way cause some problems - namely the occurrence of long queues, riots caused by prospective buyers who are not orderly while waiting, and not infrequently also prospective buyers who have been queuing but out of tickets.

Goals

- To improve the quality of services and increase fans satisfaction, facilitate football club supporters in booking match tickets as the club plays at home.
- To increase the revenue from attendance of FC BarMan XY home games
- To increase the souvenir sales

Possible solutions

Tickets to sporting events are highly differentiated—seat location, date and time of the game, and home team and opponent qualities make each ticket unique.

The following tactics are discussed to increase ticket sales:

- Differential pricing based on quality of the opposing team, time or place.
- Flexible season ticket packaging, that enables fans to select from an array of mini-season packages instead of being required to purchase a season ticket for all the games.
- Family tickets
- Discount for group Tickets (> 10 seats)
- Discount for registered FC BarMan XY fans
- Money-back guarantees as promise to refund the purchase price to dissatisfied patrons.

Creating of web-based ticketing, that would facilitate:

- the pre-purchasing of tickets
- the creation of a secondary market for the resale of already purchased tickets
- the on-line sales of souvenirs
- the donations

Roles and Responsibilities

The roles and responsibilities of the team are described below:

Project Sponsor - As the champion of the project, the project sponsor may be called upon by the project team to assist with business management and project management issues that may arise and be escalated from time to time.

Manager, Sales - Responsible for the relationship management with the business stakeholder and is also a point of escalation for project issues. This role may be called upon to assist with business management and project management issues that may arise and be escalated by the project team.

IT Director - As part of the project management team, the IT Director is a point of escalation for project issues and communicates project status to the Project Sponsor. The IT Director may also be called upon to provide subject matter expertise and content guidance, as required during the development phase of the project. The Program Director is also responsible for formally reviewing and signing-off on key deliverables for project phases.

Project Manager - Responsible for organizing the project, managing the day-to-day aspects of the project, developing project plans, resolving planning and implementation issues, and monitoring progress. As such, the project manager has overall responsibility for resource management issues and escalating these to the Manager, Sales for resolution.

Content designers - Responsible for reviewing existing program contents, designing the new program and developing the learning assets and program delivery support materials.

Business Lead - Responsible for providing subject matter expertise, validating redesigned contents, and learning assets. This role may also be involved in prototype testing of the new program elements.

Business SME's - may be called upon, as required, for subject matter expertise and to validate content

Developer Lead - Responsible for developing and producing the technical elements required to support online learning assets. They are also responsible for recommending and sourcing alternate technical resources, in the event of technical resource constraints.

Business Analyst (BA) – Responsible for analyzing the organization and design of solutions. A BA is also responsible for assessing the business model and their integration with technology. They are the “chief communicator” and act as a liaison between the different stakeholder groups.

Other stakeholders - ?