

Commercial Excellence Academy

by  Asbiverse Group

— Optimizing Route to Shopper® Capability for Winning in Retail —

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Route to Shopper®

A Strategic Framework for
Integrated Shopper-based Value
Creation in the Sports Club
Industry

Route to Shopper® Framework for Sports Clubs

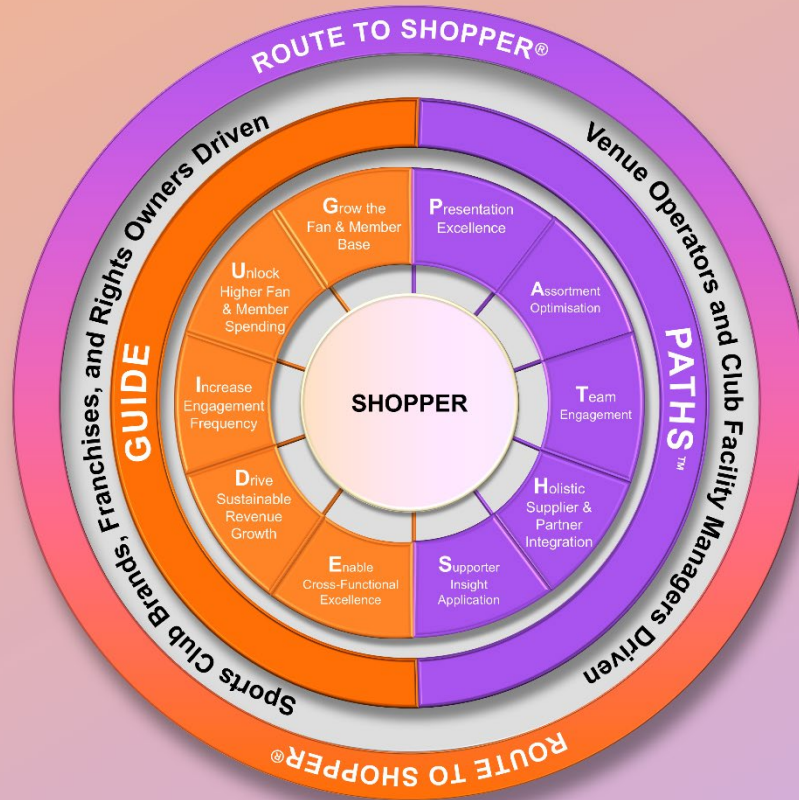
Strategic Growth Through Fan-Centric Commercial Excellence

A Strategic Positioning Document from the Commercial Excellence Academy

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The Route to Shopper® Framework incorporating GUIDE – PATHS™ for Sports Club Industry



Strategic Context: The Sports Commercial Landscape

What does it really take to win a fan's consideration in a world of endless options?

In the sports industry, the relationship between clubs and supporters has fundamentally changed. Fans are no longer merely ticket purchasers; they are community members, content consumers, merchandise collectors, social amplifiers, and digital participants in your brand story.

The **Route to Shopper®** Framework, adapted for the sports ecosystem, represents a paradigm shift in how organizations approach commercial growth. Rather than viewing revenue through siloed channels (ticketing, merchandise, concessions, media), this framework empowers sports organizations to orchestrate integrated, supporter-centric journeys that drive holistic commercial value while deepening engagement.

Key Industry Shifts Demanding a New Approach

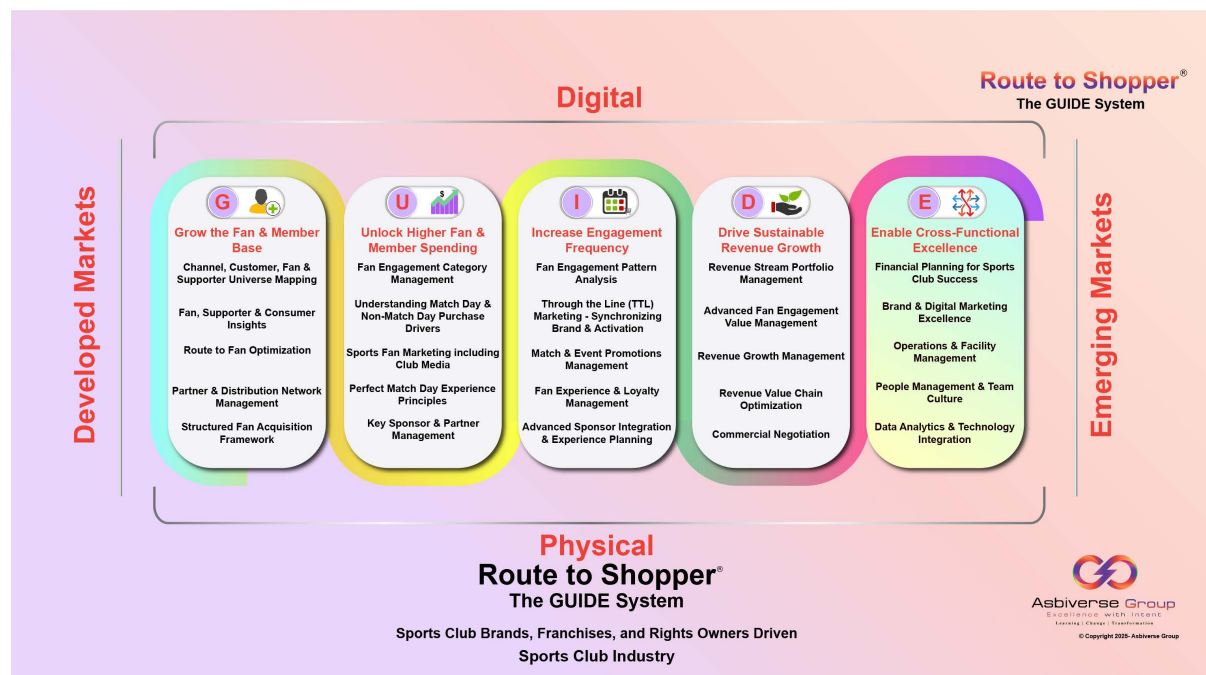
- **Digital Fandom Evolution:** Supporters increasingly engage with clubs through digital channels before, during, and after physical events. This creates new monetization opportunities beyond match attendance.
- **Experience Economy Expectations:** Modern fans expect personalized, seamless experiences across all touchpoints, with the willingness to pay premium prices for memorable, shareable moments.
- **Loyalty Fragmentation Challenge:** Without consistent, meaningful engagement, traditional loyalty is eroding as entertainment options multiply and attention spans diminish.
- **Multi-dimensional Value Creation:** Successful clubs now balance matchday revenue, merchandise sales, content monetization, and community engagement in an integrated commercial ecosystem.

The greatest opportunity lies at the intersection of physical experiences (venues, events, merchandise) and digital ecosystems (apps, content, loyalty platforms, e-commerce). Organizations that master this integration create virtuous cycles where physical experiences drive digital engagement, which in turn enhances future physical experiences, all while capturing commercial value at each touchpoint.

The Route to Shopper® Frameworks for Sports Clubs

The **Route to Shopper®** Framework consists of two complementary structures designed for different stakeholders in the sports ecosystem:

GUIDE Framework (For Club Brands, Franchises, and Rights Owners)



G: Grow the Fan & Member Base

- Expand reach across demographics, geographies, and passion levels
- Convert casual supporters into identified members and customers
- Create systematic acquisition funnels that fill the top of the commercial funnel
- Develop multi-generational connection points that ensure future fan growth

U: Unlock Higher Fan & Member Spending

- Increase revenue per supporter through tiered membership structures
- Create complementary product and experience bundles that drive basket size
- Deploy sophisticated pricing strategies based on fan value segmentation
- Develop premium offerings that capture willingness-to-pay from superfans

I: Increase Engagement Frequency

- Drive more interactions per supporter across matches, content, and digital touchpoints
- Create compelling reasons for regular engagement between major events
- Develop content and participation opportunities that maintain connection
- Establish systematic re-engagement approaches for dormant supporters

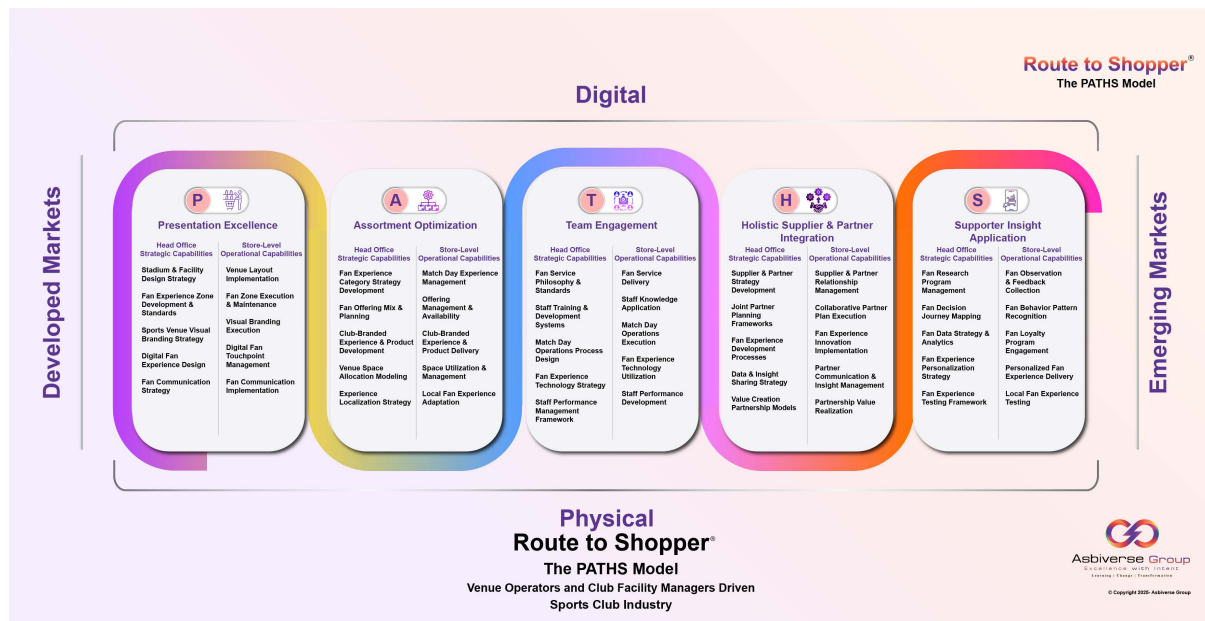
D: Drive Sustainable Revenue Growth

- Balance immediate commercial opportunities with long-term fan value development
- Diversify revenue streams to reduce dependency on specific channels
- Create virtuous cycles where experiences drive content, which drives merchandise, which drives experiences
- Develop data-driven measurement frameworks that quantify both immediate returns and fan lifetime value

E: Enable Cross-functional Excellence

- Align marketing, ticketing, retail, partnerships, digital, and venue teams around unified supporter journeys
- Develop integrated planning processes that eliminate organizational silos
- Create shared metrics and incentives that drive collaborative innovation
- Build talent development approaches that create supporter-centric capabilities

PATHS Framework (For Venue Operators and Facility Managers)



P: Presentation Excellence

- Elevate the visual, sensory, and emotional impact of physical spaces and digital platforms
- Create distinctive, shareable environments that extend beyond functional requirements
- Develop coherent design languages that express brand values through every touchpoint
- Integrate digital elements into physical spaces to create immersive, interactive experiences

A: Assortment Optimization

- Tailor food, merchandise, and experience offerings to different fan segments and occasions
- Create logical product and experience portfolios that meet diverse supporter needs
- Develop localized, personalized offerings that resonate with specific communities
- Implement systematic approaches to product development and rotation that drive freshness and relevance

T: Team Engagement

- Empower frontline staff with training, tools, and motivation to deliver memorable service
- Create consistent service philosophies and standards across all customer-facing roles
- Develop leadership approaches that build high-performing, supporter-centric teams
- Implement performance management systems that recognize and reward exceptional fan experiences

H: Holistic Supplier & Partner Integration

- Ensure seamless delivery from all commercial, catering, entertainment, and service partners
- Create collaborative planning processes that align all stakeholders around common goals
- Develop integrated operating models that eliminate handoff points and responsibility gaps
- Implement shared measurement frameworks that drive collective accountability for the supporter experience

S: Supporter Insight Application

- Use data to personalize and anticipate fan needs across touchpoints
- Create robust feedback systems that capture both explicit and implicit supporter insights
- Develop segmentation approaches that balance scalability with personalization
- Implement test-and-learn methodologies that drive continuous experience enhancement

Illustrative Hypothetical Examples

Example 1: Season Ticket & Digital Loyalty Transformation

Challenge: A professional basketball franchise faces declining season ticket renewals despite team success, with research showing fans seeking more value beyond just game attendance.

Route to Shopper® Application: Using the **GUIDE** framework, the organization reimagines its approach:

- **G (Grow):** Creates tiered membership tiers that extend beyond season tickets to include digital content access, community events, and merchandise benefits
- **U (Unlock):** Develops bundle propositions combining tickets with exclusive merchandise, premium content, and VIP experiences
- **I (Increase):** Establishes weekly content series, virtual player interactions, and behind-the-scenes access during non-game periods
- **D (Drive):** Implements dynamic pricing and personalized offers based on engagement history and spending patterns
- **E (Enable):** Aligns ticketing, content, retail, and digital teams around integrated member journeys

The **PATHS** framework guides venue implementation:

- **P (Presentation):** Redesigns physical member spaces and digital platforms with consistent visual identity
- **A (Assortment):** Creates member-exclusive merchandise and experience packages targeted to different segments
- **T (Team):** Trains service staff to recognize members and deliver personalized experiences
- **H (Holistic):** Integrates partners into the membership ecosystem with special benefits and recognition
- **S (Supporter):** Uses behavioural data to customize offers and anticipate member needs

Potential Outcome: 20% increase in member retention, 35% growth in average revenue per member, and significant improvements in satisfaction scores, all while creating scalable digital content assets that drive acquisition of new supporters globally.

Example 2: Non-matchday Venue Monetization

Challenge: A regional soccer club has a modern stadium sitting empty 300+ days per year, representing significant unrealized revenue potential and community engagement opportunities.

Route to Shopper® Application: Using the **GUIDE** framework, the organization develops new strategies:

- **G (Grow):** Creates community programming targeting families, schools, and local businesses
- **U (Unlock):** Develops premium venue rental packages, branded experiences, and exclusive tours

- **I (Increase):** Establishes year-round calendar of events complementing the match schedule
- **D (Drive):** Implements venue utilization analytics tracking contribution to both revenue and fan acquisition
- **E (Enable):** Creates dedicated non-matchday commercial team with collaborative incentives

The **PATHS** framework guides implementation:

- **P (Presentation):** Designs flexible configurations for different event types while maintaining brand identity
- **A (Assortment):** Creates occasion-specific packages for corporate events, community programs, and entertainment
- **T (Team):** Develops flexible staffing model and cross-training for diverse event support
- **H (Holistic):** Establishes partner network for catering, entertainment, and experiential elements
- **S (Supporter):** Implements feedback systems for continuous event optimization

Potential Outcome: 60% increase in venue utilization, significant new revenue streams, enhanced community integration, and measurable increase in match attendance from participants in non-matchday events.

Example 3: Integrated Commerce Experience

Challenge: A professional hockey franchise operates siloed commerce channels (arena retail, e-commerce, pop-ups) with inconsistent experiences, inventory challenges, and missed cross-selling opportunities.

Route to Shopper® Application: Using the **GUIDE** framework, the organization transforms its approach:

- **G (Grow):** Creates unified customer profiles connecting in-venue and online purchasing
- **U (Unlock):** Develops cross-channel bundling and personalized recommendations
- **I (Increase):** Implements strategic product drops and exclusive releases driving regular engagement
- **D (Drive):** Creates data-driven inventory management optimizing assortment across channels
- **E (Enable):** Implements unified commerce platform connecting physical and digital retail

The **PATHS** framework guides implementation:

- **P (Presentation)**: Creates consistent visual merchandising and product presentation across all channels
- **A (Assortment)**: Develops channel-specific product strategies while maintaining core collection integrity
- **T (Team)**: Trains staff on omnichannel capabilities and digital commerce integration
- **H (Holistic)**: Aligns suppliers and partners around integrated inventory and distribution
- **S (Supporter)**: Uses purchase history and browsing behaviour to personalize commerce experiences

Potential Outcome: 45% increase in customer lifetime value, 30% growth in purchase frequency, significant reduction in inventory costs, and enhanced brand consistency across all commercial touchpoints.

Potential Outcomes from Route to Shopper® in Sports

Organizations implementing the **Route to Shopper®** Framework in sports contexts can expect to develop advantages in several key dimensions:

Fan-centred Commercial Growth

- Higher supporter lifetime value through integrated experience design
- Expanded revenue per interaction through strategic bundling and upselling
- Reduced acquisition costs through systematic referral and advocacy
- More stable, predictable revenue through deeper supporter relationships

Experience Excellence

- Greater consistency across physical and digital touchpoints
- More personalized, relevant interactions based on supporter data
- Higher satisfaction and Net Promoter Scores through systematic experience management
- Distinctive, ownable signature experiences that drive preference and loyalty

Operational Effectiveness

- Better cross-functional collaboration reducing internal friction
- More efficient resource allocation based on supporter value and impact
- Enhanced supplier and partner integration creating seamless experiences

- Data-driven decision-making reducing reliance on opinions and assumptions

Brand Strengthening

- Deeper emotional connections through consistent experience delivery
- More authentic community integration through localized approaches
- Stronger differentiation through distinctive supporter journeys
- Enhanced advocacy through systematically exceptional experiences

Sustainable Competitive Advantage

- Organizational capabilities that competitors cannot easily replicate
- Deeper supporter relationships resistant to competitive offers
- Proprietary data assets enabling ongoing personalization and innovation
- Innovation capabilities allowing continuous experience enhancement

AI Enablement in Sports Club Commerce

The **Route to Shopper®** Framework positions sports organizations to effectively leverage emerging AI technologies to enhance supporter experiences and drive commercial outcomes:

Personalized Experience Design

- AI-powered merchandise recommendations based on purchase history, browsing behaviour, and similar fan profiles
- Dynamic content curation delivering personalized highlight reels, player features, and team news
- Intelligent seat and experience suggestions based on preference patterns and occasion context
- Automated yet personalized communication adapting timing, channel, content, and offers to individual supporters

Operational Enhancement

- Predictive attendance modelling enabling optimal staffing and inventory planning
- Image-based product discovery connecting visual content with commerce opportunities
- Voice-activated assistance in venues enhancing accessibility and service efficiency
- Real-time service recovery identifying and addressing experience breakdowns before they affect satisfaction

Strategic Intelligence

- Sentiment analysis tracking supporter feedback across social and direct channels
- Churn prediction identifying at-risk members for proactive retention efforts
- Engagement propensity modelling targeting the right supporters with the right opportunities
- Value forecasting projecting long-term outcomes of experience and commercial innovations

Experience Optimization

- Dynamic pricing optimization balancing revenue, attendance, and supporter satisfaction
- Crowd flow simulation improving venue layout and service positioning
- Personalized journey orchestration coordinating touchpoints across physical and digital environments
- Next-best-action recommendation guiding staff and systems in real-time engagement

Organizations that integrate AI capabilities within the **Route to Shopper®** Framework create intelligent, adaptive commercial ecosystems that continuously improve based on supporter behaviour and preferences.

Role of the Commercial Excellence Academy

The Commercial Excellence Academy serves as a transformation partner for sports organizations seeking to evolve from event-led sales models to supporter-led commercial ecosystems. Our approach combines:

Strategic Framework Implementation

- Customizing the **Route to Shopper®** Framework to your specific organizational context
- Establishing capability development roadmaps aligned with commercial objectives
- Creating cross-functional alignment around supporter-centred growth

Capability Building

- Developing leadership capabilities for supporter-centric commercial management
- Building specialized skills across marketing, retail, venue operations, and digital teams
- Creating lasting organizational capabilities rather than temporary improvements

Transformation Support

- Providing implementation guidance through key initiative development
- Facilitating cross-functional collaboration and alignment
- Measuring and tracking capability development and commercial outcomes

Knowledge Transfer

- Transferring frameworks, methodologies, and tools to internal teams
- Building internal champions and centres of excellence
- Creating sustainable improvement systems for ongoing development

Our partnership model focuses on building lasting organizational capabilities that drive sustained commercial excellence rather than creating dependency on external resources.

Call to Action: Reimagining Growth through Supporter-centricity

The future of sports business belongs to organizations that seamlessly integrate fan passion with commercial excellence, creating experiences that simultaneously deepen engagement and drive revenue.

We invite you to:

1. **Reimagine growth** by aligning your entire organization around the supporter journey, transforming disconnected transactions into integrated experiences that build both emotional connection and commercial value.
2. **Integrate physical and digital** touchpoints through strategic design and data unification—creating seamless experiences that enhance both in-venue moments and remote engagement.
3. **Elevate commercial capabilities** using the **Route to Shopper®** Framework to create systematic approaches to fan acquisition, spending optimization, engagement frequency, and sustainable growth.

4. **Transform your organization** from siloed departments competing for resources into an integrated ecosystem collaboratively creating exceptional supporter experiences that drive commercial results.

The greatest opportunity in sports business today lies not in incremental improvements to existing channels, but in fundamentally reimagining how supporter engagement and commercial excellence work together to create sustainable competitive advantage.

Contact

To begin a strategic dialogue on implementing the **Route to Shopper®** Framework in your organization, please contact:

Strategic Partnerships Team

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