



Digital book

Sports organizations in the era of
digital transformation



Pierre Gautier (Arenamatrix)

“We must draw the plan of the house we wish to build before stacking the digital bricks. ”

In the French professional sports industry, which is often very conservative in its operating modes, the collection, processing and use of data has become a major concern. Even more, an essential concern. It can be seen everywhere else in the economy, notably through the supremacy of the "GAF" (Google, Amazon, Facebook) of the famous GAFA, "customer knowledge" and then the management of the relationship with the customer has become the keystone of success.

But once the problem is raised, we still have to adapt our clubs, our structures, which are often understaffed, to this unavoidable digital transformation. And facing the multiplicity of services and solicitations, it is very difficult for clubs to get a clear idea of the budgetary and calendar priorities in order to tackle with efficiency and method this crucial and "evolving" project...

For this "Digital Disruption & Innovation" seminar, Time For Biz relied on Arenamatrix's know-how and knowledge of the market, including on the CRM solution, which has been widely adopted by cultural structures (festivals, theaters, museums...) as well as sports ones. Decoding the "PAS" (Paysage Digital du Sport or Digital sports industry landscape) with Pierre Gautier...

Interview by Pierre-Olivier MATIGOT (Time For Biz)

> Pierre, to begin with, can you tell us a little more about the agenda of this seminar dedicated to digital transformation that will take place on Tuesday 12 and Wednesday 13 November at the Cargo?

In the morning, between the speech of Kévin Vitoz, co-founder of Arenamatrix, and mine, we will try to discuss the essential strategy dealing with this digital transformation. We will focus on putting the client at the heart of this reflection.

We will also explore, thanks to the intervention of Marta Bejerano Diaz, LaLiga's representative in France, what changes they have been able to bring to their clubs on the digital level. The afternoon will be dedicated to the customer's experience in the stadium or the hall, but also beyond. We will therefore welcome Julien Lepron, who has been at the heart of these matters at Paris Saint-Germain. Julien will attend with Hugo Charrier, a leader at Paris SG on topics related to digital.

With them, we will re-examine the challenges in terms of seamless experience and "phygital" balance, including all the commercial logic of digital acquisition and conversion, which is an increasingly fundamental component of the customer journey. Previously, we will also have Guillaume Fallou, the co-founder of Bfan Sports, which provides clubs with a ready-to-use application to boost the engagement of a club's fans. We will often talk about "Must-have" and "Nice-to have" in digital, but having a club app is becoming more and more a "must-have". Guillaume will introduce us, among other things, to the issues related to the use of an app, the business models that can be associated with it and, of course, what it entails in terms of capturing the data that remains mostly the exclusive property of the GAFA, through the accounts that the clubs have opened on various social networks. Even today, I still have club leaders who tell me that they don't need anything because they have 100.000 fans on Facebook. These 100.000 fans are very good in terms of communication, but their data and everything that can be commercially gained from it, belong to Mark Zuckerberg and not to the club. And clearly, the app allows to convert these fans and collect data that are crucial for the future of the clubs. We will begin this Tuesday afternoon with a speech by Roch François, the General Delegate of France e-Sport, who will show us the opportunities that e-sport represents today, both in terms of attracting young people, but also in terms of diversifying the activities of a club. At the end of the day, we will have a debriefing with Pierre-Olivier (Matigot), from Time For Biz, because we are on two very busy days but we want the content to be immediately reusable within your clubs. During the second day, we will start with a framing intervention to help you define how to include these choices, these investments, in a strategy that must generate additional revenues in the short and medium term. We will then proceed with a presentation by Alexandre Berche, co-founder of the Teddy agency, who will talk about the importance of a new form of storytelling.

The idea is to better consider the content provided by clubs in order to broaden the customers reached and go beyond the traditional fans of a sport or club. The second half of the morning will be dedicated to digital selling, through the experience of Klox. We will already have mentioned this partly the day before, through the experience of Paris SG, but Klox will also allow us to identify the stakes of this digital conquest on the scale of smaller clubs. The afternoon will enable us to describe various issues related to digital, particularly in terms of diversification of activities and sources of revenue. We will start with Junior Bouis and MyTVChain, an emerging alternative to the YouTube channels that clubs often create. Junior will describe the business model linked to this OTT blockchain platform. Then we'll move on to "La Boîte à Sport", which is launching, with the Girondins de Bordeaux, a corporate sports offer to be marketed in addition to the traditional products sold by the clubs. Finally, we will end the presentations with a Belgian actor, iXpole. What's interesting is to go and see what people can offer in other markets, particularly in terms of sponsorship activation, which is really different from anything that can be offered to partners in France. Finally, Ludovic Bordes will hold a workshop, a kind of digital mapping of your clubs, to help you acquire the right skills to define the investment roadmap for your clubs in terms of digital transformation. The goal is that attendees can leave with the tools ensuring them a follow-up beyond this seminar and thus be able to debrief the decision-makers of the clubs.

>To start with, Pierre, you began your career in marketing at Lagardère Sports, a well-established and prestigious actor on the market. What could have pushed you to leave this "big house" for a startup like Arenamatrix?

I spent 5 years at Lagardère and at the end of those 5 years, I felt like I had reached the end of the cycle. That is to say, at that point, I felt a bit like I was doing the same things than during the previous season, which somewhat diminished the pleasure I aspired to have working in the world of sports marketing and professional sports.

Secondly, Lagardère is a big company, in which changes are not always quick. And I wanted to go and explore the world of start-ups to discover what it could offer. So I spent a year with Cédric Messina, from MyCoach, in sales management. Then I wanted to get closer to my DNA, which is more about being in contact with clubs and serving them, which led me to join Arenametrix.

>In this structure, where the main part of the revenue comes from the cultural industry, you were in charge of development in the sports market. First question, is there a greater awareness of this digital transformation among cultural actors than in sports entities?

Actually, it's quite the opposite. Today, it is more in the sports industry that our financial stakes are located. First of all, because clubs are nowadays rather well supported, or encouraged, by their respective leagues to transform themselves, whereas in the cultural sector, whether in theaters or festivals, we are facing a market that is not necessarily structured and that is even more lacking in human resources to transform itself. So when we talk about digital transformation or innovation, it is indeed sport that is the most buoyant in our country.

>For the past two years, you have been "scouring" the territory, in contact with clubs of all sizes. What feeling or vision prevails in the way clubs are approaching this digital transformation?

It is true that I have been travelling a lot to meet a lot of clubs. And the feeling that emerges is that everything starts with leadership, with the decision-maker. The latter doesn't necessarily understand the whole process, which is normal because it's often a completely new world for him, but when the decision-maker opens up to this process, becomes interested and takes the time to better understand things, the clubs move forward very quickly. On the other hand, when the president or the CEO remains totally within the traditional framework of the commercial agencies where B2B is a priority, we realized that we are not listened to at all and that it then becomes a waste of time to try to make things evolve within the club. This prompted me to focus on clubs whose management expresses a willingness to evolve.

One of the examples that comes to my mind is Narbonne Volley, whose president, Jérémie Ribourel, does not come from the digital world, but who faced a big challenge when he went from a 600-seat hall to an Arena with 3600 seats. He very quickly grasped the stakes and has since become a very good ambassador for Arenametrix with his fellow volleyball club presidents. Once the subject is taken in hand by the management, making the club evolve still takes a fair amount of time, but this willingness of the management is essential, even if, afterwards, the implementation requires a certain amount of trust from the operational staff. On the contrary, when the leadership is not convinced, even if the operational staff, who are often younger, want the club to evolve, in most cases, nothing moves, because these are projects that are difficult to get through internally because they are disruptive. It's a bit frustrating, but that's the challenge with all these transition periods...

>Is it possible to draw a kind of cartography of the progress of the project, sport by sport?

While soccer clubs are very well supported by the LFP, it is the sport in which the B2B revenue model is the most entrenched and where it is sometimes the hardest to make things change. And all the more so that clubs also benefit from important TV rights that can make them see projects that are crucial for their future in the medium term as secondary... Then, to answer your question, I think that the mapping is done club by club rather than sport by sport. Even if basketball and its league initiated a digital base several months ago, which means that Jeep Elite and some Pro B clubs are sometimes more digitally mature than soccer clubs. The means of investment are not comparable, yet the awareness of the need for these evolutions is much more present in basketball clubs. But, in soccer for example, we are now back to leadership. Pau FC, a national club, whose teams are very keen on the subject, is today much more advanced than some L1 or L2 clubs. We can see that innovation is very closely linked to the human factor, which means that the situation of clubs is very fragmented. It is therefore also the responsibility of the leagues to encourage their clubs to move in the same direction to try to erase these discrepancies between clubs.

I am not necessarily in favour of leagues imposing solutions on their clubs, but their role, as the LFP does, is to be a facilitator, by delivering for example a book, an accompaniment to enlighten them on the various subjects related to digital and the investments to be made.

>Between adaptation of the ticketing solution, data collection and exploitation, solutions related to communication, development of the famous fan experience, etc., where have clubs generally started to address the issue?

Let me come back on this term of digital transformation which can appear a little nebulous. What this term covers is clearly how professional sports entities must evolve in the digital age. And as I mentioned before, everything has to start with the client. As the customer is connected and receives multiple information and solicitations during the course of a day, digital transformation implies for clubs to adapt their models and solutions to these new formats of leisure consumption. To give an image, this transformation can be symbolized by different bricks (the ticketing system, the store, the application, the CRM...) that one assembles to build a "club house" in the digital era. Once laid, the bricks are then cemented together so that the organization can evolve together in the right direction. Clubs have tackled the subject, initially through ticketing and then online ticketing, which has enabled them to have a new commercial weapon and other digital projects such as building their social ecosystem.

The problem is that these successive evolutions were made without any real strategic thinking. Without generalizing, there wasn't necessarily the step of drawing up plans for the house they wanted to build in the long run. This is a bit of a defeat for many clubs who reacted to the market - due to a lack of time or means - rather than being proactive by taking the time to establish a long-term plan or strategy. And they often face huge problems in finding the link between the different bricks and managing their data efficiently.

>What do you think should be the guideline for clubs that are struggling to find their coherence, to move forward without scattering or accumulating too many "bricks" ?

In fact, it all starts from the marketing vision of the club. For these bricks to make sense, we need to start by posing and defining our DNA, who we are, what our values, heritage and mission are. In short, this is the story we want to tell about ourselves in a given territory. Once we have defined this foundation, which must permeate all the components of a club, we have a base that will allow us to define the order of the bricks with the aim of attracting more and more fans and customers. So we have to draw the plan of the house we want to build before defining the appropriate investment roadmap to achieve our goals. This plan is of course not set in stone, it must remain scalable. It is therefore with the aim of giving clubs the means to draw up this plan that we co-organizing a seminar with Time For Biz this week.



Luc Vanhecke (iXpole)

«It will become more and more difficult to offer VIPs the same experience 20 times a year!»

When it comes to B2B business, French clubs are undoubtedly much more experienced than they are with the general public ticketing system. This is a legacy of a management most often entrusted, as from the 80s or 90s, to commercial agencies specializing in this type of product. The problem is that since this was probably the sector that was most successful, not much has changed in the clubs' offer since that time. And today, digital technology should make it possible to considerably develop the offer to the partners.

Interview with Luc Vanhecke, co-founder of iXpole, a Belgian start-up offering a an innovative tool that radically changes the nature of the products offered as well as it optimizes a servicing that is frequently a puzzling problem for clubs...

>Luc, to begin with, could you tell us a little bit about your background and what led you to embark on iXpole?

My background is quite strange in the sense that I spent 20 years in the new technology sector, not directly in sports. For the last ten years, I've been working on Cloud solutions, and I've always worked in the Fintech industry, i.e. banking technologies, payment methods, etc. And then four years ago, a friend of mine created a product for the Anderlecht soccer club, called iXpole. It was specifically created for RC Anderlecht, but he knew that they had developed it generically and could therefore adapt it and resell it to other clubs. And when they realized that there was a real vacant market for this type of product, they asked me to be in charge of its commercial development. I did this on a part-time basis, but very quickly I understood that both the market and the product were very interesting. In 2016, we co-founded the company iXpole, which we have already developed in Belgium and which we are currently developing far beyond our small kingdom...

> The French model, in terms of B2B in the professional sports industry, is undoubtedly specific, since it was created by Jean Claude Darmon and then Sportfive in the 1970s and 1980s.

Today, many clubs remain stuck in this pattern of selling jersey visibility and in stadium and a segmentation of hospitality products based 100% on the level of catering. Seen from abroad, how do you view this model?

Yes, it is true that we are watching this from abroad. But it also means looking at it from Belgium, which is also a very specific country... A country where we undoubtedly like to enjoy gastronomic products even more than in France. At home, everything that is gastronomy is very, very important, but we also noticed that we are kind of the only country in this case, even if France joins us quite a bit on this. What we're seeing is that very big European clubs are gradually beginning to understand the importance of offering a very vast and diversified offer to their VIP clients, particularly in terms of gastronomy. What we're seeing is that the very big European clubs are gradually beginning to understand the importance of offering a very vast and diversified offer to their VIP clients, particularly in terms of gastronomy. But for the time being, this only covers a few very large clubs. Elsewhere, the offer is finally very traditional and quite standardized.

And the question today is: do clubs offer what their customers want or what they are able to offer to them? By that I mean what they can manage with their current system. We've noticed is that many clubs are slowly beginning to understand the potential of a very dynamic system that allows them to tailor their offerings to better meet the needs and desires of their customers. Generally speaking, clubs have done a good job in attracting a large number of partners, but I am not sure that they are trying hard enough to satisfy all their desires and therefore to achieve both additional turnover and greater loyalty through their satisfaction.

>The fact is that in the USA or elsewhere, B2B partners generally buy a VIP access, then adapt their service according to the customers attending one match or another, so that the service offered is not the same over the 20 or 25 matches of a season...

Exactly. To give you an example, our customer who pushes this model the furthest is the RC Anderlecht. At the moment they offer nine different catering possibilities and formulas that they combine with half a dozen seating possibilities, seat categories. What is interesting is that once you have bought access to all of this, you can combine the seating and catering solutions you want with the match, depending on your mood and especially on the customers our partner invites to a given match. In fact, they buy their own category of seats - dressing rooms, grandstand location, etc. But they can combine this access with all the categories of gastronomic and other experiences, match by match, in order to vary as much as possible what they offer to their clients.

>What exactly is the ERP that iXpole has recently launched on the French market and what possibilities does it open up for clubs in the management of their hospitality?

The heart of our product, that I would describe more as an ERP than a simple CRM, is a management tool for a 'VIP factory'. At the core of everything, there are three concepts.

First of all, everything is product-related and managed product by product. By product, we mean any item that we sell to our VIPs or that will be included in their services. So we break down everything, starting from the seat, the parking lot, each food & beverage product, catering services, catering options, bonuses as well, including in particular experiential bonuses or 'money can't buy' bonuses. Each of these elements is considered in our tool as a specific product and can therefore be the object of a very fine management offering an incredible choice to customers at any time of the season. The VIP customer thus has a whole catalog of additional offers that he can activate. We also know how to manage products differently depending on whether or not their inventory is limited or according to a deadline before which the customer must take this option to give the club time to organize the delivery of the services sold. For the club, the management is done from a very large catalog of products. Then according to a calendar criterion, to integrate each match or network event for example. The last module concerns the customers, who have an interface to modify their orders for drinks, food, or the various bonuses offered. By combining these three elements, we can closely manage the suitability of the products offered to a customer, and the tool can then be used to generate purchase orders, contracts and the entire resulting invoicing system. Once all this has been configured, iXpole can then be used to automatically manage all aspects of order management, proper execution of services and of course billing follow-up.

>The advantage is also to be able to manage the no show and thus reduce the costs related to the servicing...

Yes, of course. In fact, this is often our main angle of outreach... because many clubs operate in the following way. We have sold 1,000 such services. We assume that 950 will come to the game, so we order 950 services from the caterer. Then, in the end, if only 800 people show up that night, we've lost 150 services that the caterer is going to charge us for, which has a huge impact on the margin on VIP products.

Thus, the disadvantage of the current model is twofold. Firstly, because we do not offer the possibility to adapt the VIP experience to the match, since a given client is offered the same experience 15 or 25 times in a season, at the risk of getting bored. Secondly, with the iXpole system, customers choose their service, but confirm before the match that they will be coming, which ensures that they will use the service they ordered, which obviously considerably reduces no-show losses. For the club, this implies a much finer management of the orders.

>What this system also promotes is more interaction, more points of contact, between the club and its customers, which should make it possible to better target the evolutions that can be offered to customers as well as their loyalty...

Yes, we can handle all this in two different ways. Either by sticking to the current model by reproducing from game to game the offer we sold to a customer before the season. Or by offering him to choose a different service for each game. In this way, a customer who is going to receive people they consider important, will be able to really order additional services - vintage wines or any type of bonus - to what he usually consumes. In this way, we increase the number of contact points, which is really very well perceived by VIP customers. You know, very often, clubs guarantee us that their customers are very attached to their subscription card and don't want to change. But what we notice is that when we set up this system by forcing people to download their ticket and come and take the customized service they want to have on a match, 95% of VIP customers are delighted with a new system that also allows them to transmit all the elements to their guests. The other point is that some customers think that by offering more flexibility, VIP consumption in terms of gastronomy for example, could decrease and generate less turnover.

But the exact opposite is true, customers take advantage of these new possibilities to offer themselves additional services that they would not have dared to order at the time of their initial order. The Americans say, I think, "build it and they will come". In the sense: "Build a new product and customers will consume". Customers are not fans, but B2B business with customers who have a good financial standing. They have other objectives than the fans who come more for the game. The objective in B2B is to impress their customers. And for that, the competition is tough today. There are conferences, festivals hosting VIPs, etc.. So, in my opinion, if the clubs stay stuck to their old model, they run the risk of tiring out their customers and being overtaken by other offers from other operators. And my feeling is that it is going to become increasingly difficult to offer packages that include a subscription for 20 times the same experience in a year, without the possibility of adapting the service according to their needs... Finally, what we have noticed on the market, apart from very large clubs like PSG which are sold out very quickly, is that clubs are finding it increasingly difficult to fill their spaces all year round. The partners are more and more reluctant to commit to a full season, especially when the club cannot play on the rarity of its product. Since it will always be able to find available seats, why would it commit to 20 times the same thing over a year? The other issue, as we have seen, is that the partners often have difficulty in finding customers to invite 20 times in the season. So, what is possible, with us, is also to buy a set of services or a volume of turnover to be consumed as he wants in the season according to availability and especially according to his needs. This is something that many clubs would like to offer to their customers, but it is a real nightmare in terms of management if it is managed using an Excel or even a classic CRM product. Because it's almost impossible to create an interface with the orders to be placed with the caterer. Or that one forgets to note the balance of services left to the customer.

With our system, thanks to the portal where the customer connects to make his orders, the customer as well as the club, is always up to date with the consumptions. As a result, 95% of the customers arrives in the middle of the season having ordered more than he imagined and therefore it almost always generates additional orders. In terms of customer satisfaction and ease of management for the club, this is an incredible improvement!

>With your system, you also give the opportunity to the clubs to record the data related to the customers invited by the partners, thus optimizing also the prospecting of new B2B customers...

Yes, but it's necessarily a tricky subject. We offer this option but without imposing anything and above all by using the argument of facilitating and optimizing the customer journey and his satisfaction.

But of course we have to take into account that this 'end customer' is not the client of the club but... the client's client... He is the guest of the VIP partner of the club, not ours... To get around this, we push our clients to come on the interface and register the name, first name and email of their guests. The advantage for them is to directly manage the sending of tickets and access passes for each service to the guests. And the argument for them to put the names of the customers is also to optimize the reception of their guests. The name appears on each ticket, which makes it possible to personalize the welcome. Secondly, this necessarily generates issues related to the RGPD (the law on data management), which does not necessarily allow clubs to use this data for marketing operations without authorization. We're currently thinking about these concerns, but it's not obvious.

The digital experts of the seminar

Topic

Digital transformation, fan experience and revenue development

- **Fan Relationship Management** > ARENAMETRIX. Pierre Gautier, Ludovic Bordes and Kevin Vitoz
 - **Fan engagement** > BFAN Guillaume Fallou
 - **Digital selling** > KLOX Sébastien Moulard
 - **Storytelling** > TEDDY AGENCY Alexandre Berche
 - **OTT plateforme & blockchain** > MYTVCHAIN Junior Bouis
 - **New products** > LA BOÎTE À SPORTS..... Alexandre Criscolo
 - **B2B plateforme** > IXPOLE Luc Vanhecke
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FAN RELATIONSHIP MANAGEMENT

Context

Today, the experience offered is crucial in the value proposition of sports organizations. One of the recipes for providing the best possible experience is to collect as much fan data as possible, to have a global vision to better understand what they are looking for

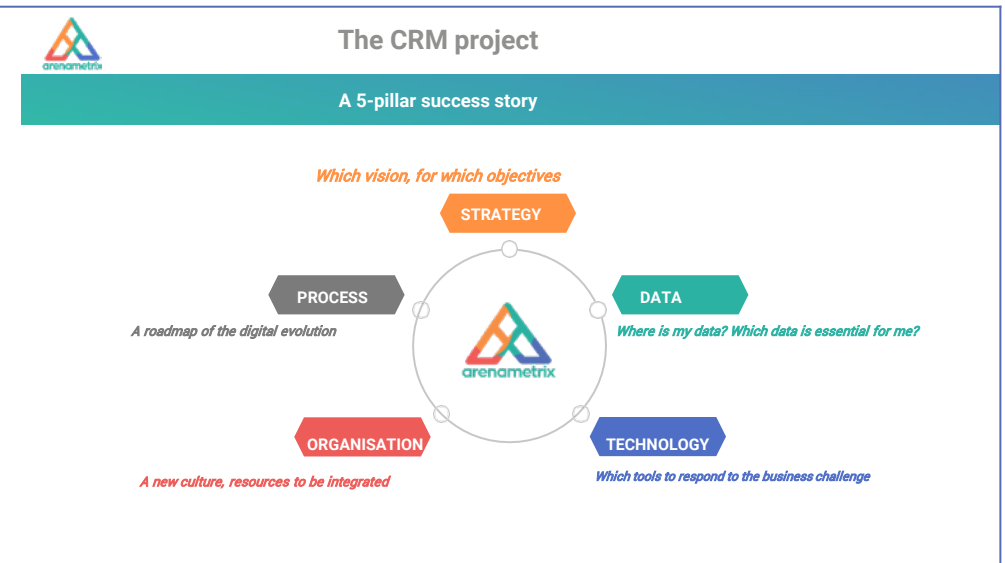
better understand what they are looking for when they come to the stadium and adapt communication and journeys accordingly. It is in this context that Arenamatrix, a CRM marketing platform for sports players, has been developed.

Response to the issue

Arenamatrix is a complete, synthetic and ergonomic CRM solution specially built to meet the needs of sports and cultural players. The architecture of the solution allows the management of multiple database sources, the daily processing of millions of pieces of data and the ability to adapt to any size of organization.

Arenamatrix has developed a strong expertise on the subject of connecting to third-party software (ticketing, cashless, online store, access control, etc.) allowing sports organizations to benefit from a clean, secure database. The solution integrates analysis and segmentation tools to identify the profiles of the contacts in the database (professionals, partners, subscribers, occasional buyers, etc.) and promote targeted and personalized marketing activation.

The Arenamatrix cloud solution is combined with support from data marketing experts, which is a key of the value proposition. Internal teams are trained and supported for an optimized use of the CRM platform.



This offer is complemented by data mining consulting modules enabling sports industry's structures to benefit from the tools and resources they need to monetize their audiences and develop their revenues.

Focus on the company

Founded 5 years ago by Ludovic Bordes and Kévin Vitoz, Arenamatrix now has more than 110 regular customers on the management of their CRM activities, 15 million contact sheets created and more than 250 million imported tickets. With about 30 sports customers accompanied for the last 3 years, Arenamatrix is a major player in digital transformation

of sports organizations by providing them with a marketing platform entirely designed and built according to their needs, support from data marketing experts as well as consulting modules to develop revenues through data (*revenue management, digital-selling and data sponsoring*).

Best cases / references

- **Football** : Girondins de Bordeaux, RC Lens, Pau FC
- **Rugby** : Stade Français, Section Paloise, LOU Rugby, Aviron Bayonnais, Biarritz Olympique, Blagnac Rugby
- **Basket** : LNB, Nanterre 92, JDA Dijon, Levallois Métropolitans, BCM Gravelines, Le Mans SB, Orléans Basket, Elan Chalon, Paris Basket, SLUC Nancy, Nantes Basket, Fos Provence Basket, Poitiers Basket
- **Handball** : FFHB, Tremblay Handball, US Ivry, Saran HB
- **Volleyball** : Narbonne Volley
- **Ice Hockey** : Pionniers de Chamonix

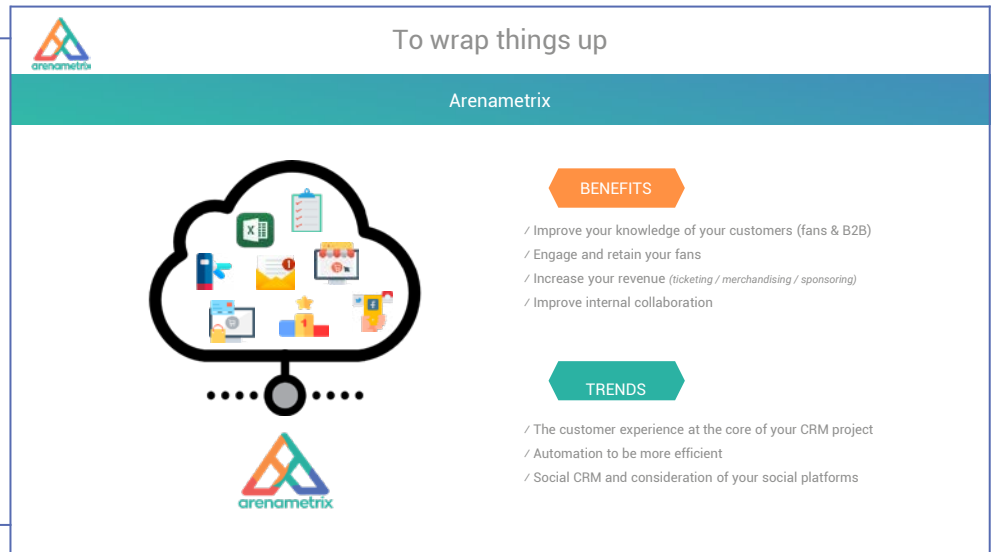
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FAN ENGAGEMENT

Context

Highly connected and over-informed, our relationship to time, to our activities and to each other is evolving. Technology generates new uses and habits in almost all of our lives: mobility, purchasing, information, training, and even emotions. GAFAMs, by offering an ultra-intuitive, complete and high-quality customer experience on a daily basis, are now the expected standard in every interaction.

The world of sports is no exception; fans are no longer satisfied with just vibrating during the event, whether in the stadium or on

television. The fan commitment, which consists in creating a long-lasting and regular relationship between a sports event organizer and his fans, becomes multiple. The fan experience is no longer limited to what happens on the field but also before, during and after the match. Given these challenges, the actors of the sports sector have reacted by developing digital strategies... of which they do not master the essential: data - which today belongs to social platforms.

Response to the issue

Taking back control over the fans, collecting data; this is the mission today of sports stakeholders, with the support of start-ups like bFAN Sports. Indeed, applications are a particularly key component of this mission. Mobile uses are growing rapidly, and applications are a media, an e-commerce site, a ticketing service, and access to stadium services at the same time. With no geographical limitation, addressing 100%

of the fans, always available in the pocket while being a "push" communication channel.

The application becomes the first source of data for clubs: civil status (login), usage and preference (navigation), behavioral data (geolocation), but also probably the first source of revenue from fans. For example, the Valencia CF now states that 50% of ticketing revenues come from their application.

Focus on the company

Since 2014, bFAN Sports has been tackling the challenges of digitalization, fan knowledge and stakeholder engagement with a ready-to-use solution: a fan engagement platform pre-connected to the digital sports ecosystem, including gaming and loyalty services, as well as native iOS and Android white-label applications.

In just a few days, rights holders are in a position to offer their fans world-class experiences, collecting data and monetizing their audiences, while controlling risks and costs over the long term.

Best cases / references

- **Football** : Paris FC, US Orléans, Quevilly Rouen Métropole, Red Star FC, Grenoble Foot 38, Lausanne FC, AS Monaco
- **Rugby** : Section Paloise, Stade Français Paris, Union Bordeaux Bègles, CA Brive, Blagnac Rugby, LOU Rugby, Rugby Club Toulonnais, Béziers Rugby
- **Basket** : Elan Châlon, SLUC Nancy
- **Handball** : US Créteil Handball, Chambéry Handball, Billière, Paris 92
- **Volleyball** : Narbonne Volley, Paris Volley, Rennes Volley, Montpellier Volley, Tourcoing Volley
- **Ice Hockey** : Boxers de Bordeaux, Gothiques d'Amiens, Brûleurs de Loups de Grenoble

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DIGITAL SELLING



Context

The various actors in the world of sports (clubs, federations, leagues, partner brands) now have brand logic and a real need to constantly develop their offer and image to stand out from the competition, win over new audiences and increase their commercial performance.

In the age of digital technology, mobility and the supremacy of social networks, audiences have gained an advantage over sports companies. When we know, for example, that the club/sport that people will support is chosen between the ages of 10 and 15, it seems essential today to position oneself on the channels that these young people

use on a daily basis (TikTok, Snapchat, Twitch, etc.) to start their conversion today.


The potential of the data is still largely underestimated. The large volumes of data in the digital assets of sports organizations (site/ticket traffic, social networks) are today under-exploited, even though they represent a powerful tool to meet the ambitions of these organizations. For example, the use of a platform that aggregates all this data (DMP) offers unlimited opportunities for targeting and message scripting.

Response to the issue

Our role at Klox is to support our customers in their digital transformation, in their conquest, retention and conversion of audiences (those of today but also those of tomorrow). We put data at the forefront with a logic of performance. Experts in programmatic / retargeting and equipped with a very reliable DMP, we are able to make the most of your data to achieve the objectives set by the implementation of campaigns driven by our traders.


We are also always focused on innovation, with nearly €1M invested in R&D in 2020:

- Online reporting platform allowing the client to monitor and manage its campaigns on a daily basis.
- Creation of a Meta PSD by the end of 2020, which will enable our



Your stakes

- Adapt your offer, be different
- Understand who you're talking to
- Have the right message, to the right people, at the right time



mature customers to unify their data (CRM & Cookie) and to take control (internalization) of their campaigns with our support teams.

Focus on the company

Klox Entertainment is a programmatic platform dedicated to digital communication and data management. Thanks to our technologies, we target your relevant audiences on the Web, Social, TV, Radio, Gaming & DOOH. Created in 2017, the company has today more than 50 talents, and supports more than 650 clients, including 150 in sports.

Best cases / references

- **Embasement campaign** : ASO (*Tour de France*)
- **Subscription Campaign** : AS Saint-Etienne
- **Ticketing campaign** : Girondins de Bordeaux, Lou Rugby, LNR (6 Nations Tournament), Racing 92
- **Running campaign** : ASO Paris Marathon
- **Acquisition campaign** : French Golf Federation

Contacts

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KLOX ENTERTAINMENT
Data · Technology · Advertising

CONTEXT / OBJECTIVES :
Le Havre AC receives the FC Lorient on October 19th for the 12th Embasement Game Day of Dominos Ligue 2, the club of Le Havre wishes to set up a game contest on the internet for this occasion. The objective is to promote the game and make an embasement a maximum of people.

STRATEGY :
Multi-lever activation in a logic of acquisition in order to reach a maximum number of people.

Budget : 1.5K€

Durée : 2 weeks of campaigns

Targets : Soccer / sport fans

Levers : Programmatics

RESULTS OF THE CAMPAIGN :
A campaign piloted in real time at cost per embedded.
- Cost per Lead (CPL) < 1€
- +2 000 leads generated

TO SUM UP :
- Targeting a hyper-captive audience
- A high engagement rate with more than 6500 clicks
- Quality content to enhance performance

Case Study
HAC / 2019



- **Multi-phase campaign** : French Athletics Federation
- **Other references Entertainment** (music, cinema, museum): Sony, Château de Chantilly, Arte, Studio Canal, Musée d'Orsay, Hachette

STORYTELLING

T E D D Y
S P O R T A G E N C Y

Context

The world of sport is facing a unique context in terms of communication and marketing. Indeed, more and more brands want to communicate through sports because they understand that the values conveyed can correspond to what their own target audience expects. It is therefore necessary that clubs, Federations, sportsmen and sportswomen and event organizers can be armed to meet this demand.

Response to the issue

Teddy Sport Agency brings a clear answer to this statement. We are able to provide support to brands wishing to use sport as a communication vector, but also to help those working in the field of sport in their mutation.

Focus on the company

The Teddy agency is above all a meeting. Teddy Riner, sportsman with a legendary record of achievements that we no longer present & Alexandre Berche, digital enthusiast for over 15 years and passionate amateur sportsman. In 2016, they work together on the redesign of the judoka website. They realize that sport is an

Contact

Alexandre Berche – Co-founder TEDDY

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T E D D Y

Case study

Joue-la comme Beckmann !



The digitalization and the modernization of the means of communication can seem difficult to carry out. That's why Teddy Sport Agency finds with you the best solutions to stay in the race and get out in front!

unavoidable vector of communication and that it is necessary for a new agency to make it its trademark. Because sport is changing and offers a multitude of communication levers, they decide to create Teddy to accompany all professionals in the sector.

OTT ET BLOCKCHAIN PLATFORM



MYTVCHAIN
Live sports, powered by blockchain

Context

At a time when great uncertainty is emerging about the future of TV rights, with traditional operators (Canal+, BeIn Sport, etc.) experiencing a very sharp decline in their subscriber portfolio, a vast reorganisation of sports broadcasting methods appears inevitable. All the more so that for the moment, these traditional operators are not being replaced, as hoped for several years, by GAFA, whose economic model does not depend on the acquisition of exclusive content and who are probably not ready to invest sums comparable to the current rights. Moreover, faced with the explosion of premium rights (Ligue 1, Champions League, etc.) over the last ten years, "pure players" are refocusing on premium rights to the detriment of other sports. The famous "keep the best / leave the rest" being a heavy economic trend. This first of all raises real problems of economic balance for the so-called "minor" sports (basketball, handball, volleyball, ice hockey, etc.), but above all it generates a concern for the production and distribution of images, and therefore exposure and global communication to

The context :



allow all sports to exist on the media level. Most clubs are trying to solve this problem by creating YouTube channels, but while these offer a broadcast channel and an embryonic business model, the fans captured on YouTube remain totally unknown to the clubs and therefore do not collect any data that can be reused by them.

Response to the issue

The idea of MyTVChain is to propose to tens of thousands of professional or non-professional sports structures, federations or leagues, to broadcast their video content, in direct or deferred capture, matches or fights, interviews or filmed presentation of the discipline and its licensees. All of this while regaining control (and the revenues generated) over the content broadcast and the capture of viewers' data, through a direct connection with them via blockchain.

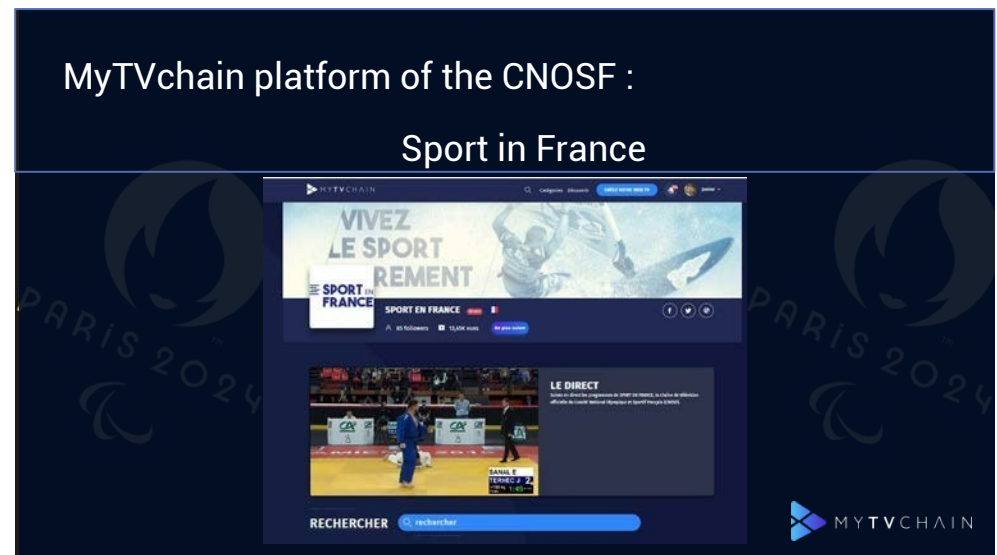
MyTVChain offers clubs, federations and leagues to create their own OTT platform, in D2C. D2C (direct to consumer) in sports means offering video content directly to fans, without third party platforms, intermediaries, or dependence on TV rights or GAFA. A premium sport will thus be able to increase its revenues by offering more extensive and above all complementary coverage to its live event broadcasting contracts, while a non-premium sport will benefit from it above all in terms of visibility.

The MyTVchain platform allows Federations, Leagues, Clubs :

- To create your WebTV for FREE
- To broadcast its events on live
- Store and share replays on demand
- To increase its community and visibility
- To increase its revenues...

Focus on the company

MyTVchain's mission is to help sports clubs generate more revenue, increase awareness and accelerate the growth of sports club channels. We are building a new model in which sports clubs and viewers negotiate directly on the blockchain, eliminating the need for intermediaries. Our vision is to offer a private Web TV for each sports club and former champion based on a freemium model and allowing sports clubs to add services that can be purchased by viewers and allow viewers to earn credits while watching and sharing videos. MyTVchain is built around three main concepts (helping sports clubs finance their activities, restoring value to their content and generating growth) that aim to change their revenue management in order to move into a new era of value creation for sports communities.



Best cases / references

The first to take the plunge, the WWE (World Wrestling Federation) changed its model by abandoning TV rights with a Pay Per View operation, which could cost fans up to \$55 per event.

For a D2C service at \$9.99 per month with live access to all their major events and a library of on-demand content from over 10,000 hours of archives. Resulting in over 2 Million subscribers for \$1 Billion CDN generated.

Contacts

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La boîte
à sports

NOUVEAUX PRODUITS

Context

Today, the market for sports subscriptions has reached maturity, so sports infrastructures must find new levers to attract new members and diversify their income.

On the other hand, individuals no longer necessarily want to make quarterly or annual commitments to a sport, but wish to keep their freedom.

Response to the issue

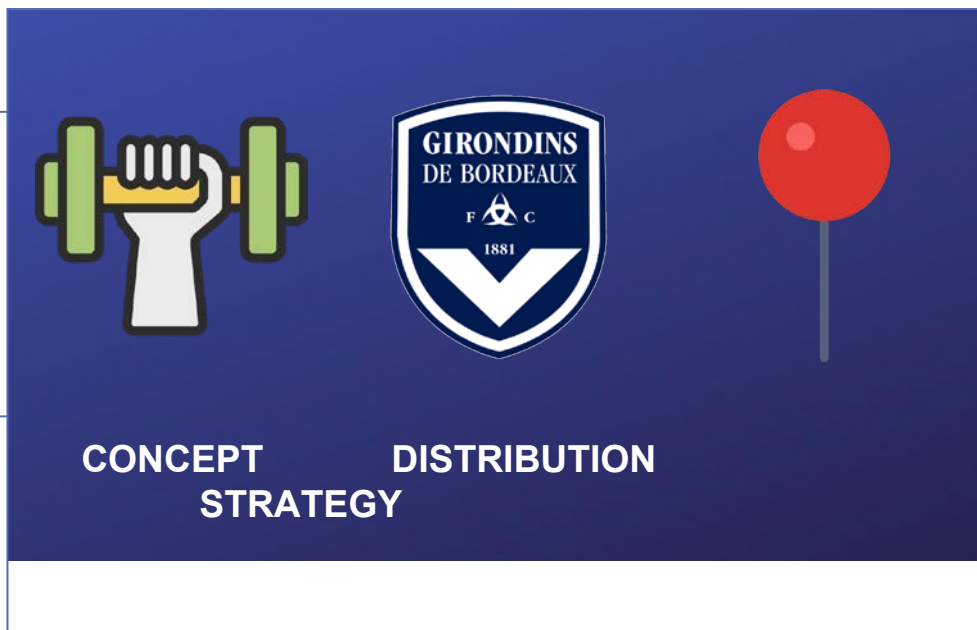
We have developed a platform on which all the actors of the sports industry (sports halls / sports studios / associations, etc) can offer the remaining places on their group courses for sale individually. We have two ways of distribution:

- Directly to individuals through laboiteasports.com
- On the corporate sports market with a dedicated platform

Our platform dedicated to companies is notably proposed by the FC Girondins de Bordeaux to the companies of their business network. The club proposes to companies to set up a sports CSR offer, which

Focus on the company

Startup created in 2017. Our desire is to help the discovery and democratization of sports in the broadest sense. To do so, we offer our users access to a wide range of sessions of different natures: wellness, sport, health, fitness, fitness, fighting sports, martial arts,



is the simplest and most comprehensive today. The CSEs can finance tickets on our website for their employees, giving them access to the various sporting activities taking place in the region.

Employees can choose a sports session according to their wishes and availability. They can also choose to do it alone or to privatize slots with their colleagues. To validate the session they wish to practice, they enter the code prepaid by their company on the site.

dances, aquatic, team sports... We have a total of more than 90 different activities.

Our users can, depending on their location and their desire for sports, find all the sports sessions that meet their criteria and

book them, without subscription.

Best cases / references

Mrs X who booked 7 sessions in 2 months in the same club.

The Aqualigne Room Network. Initially not very receptive to our offer, they realized after a few exchanges that we were solving their problems: no commitment, visibility with individuals and companies, freedom of planning. Today we are the only platform to work with this network.

BNP buys an initial 50-seat carnet then distributes it to an initial group of employees to test the interest of its employees. Little financial commitment to be able to assess the rate of sports use and then the willingness to buy other carnets on a larger scale.



TO BRING AMATEUR SPORT TO THE

FOREFRONT

TO PARTICIPATE IN CORPORATE HEALTH

SPORTS

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Sports Management Software

PLATEFORME B2B

Context

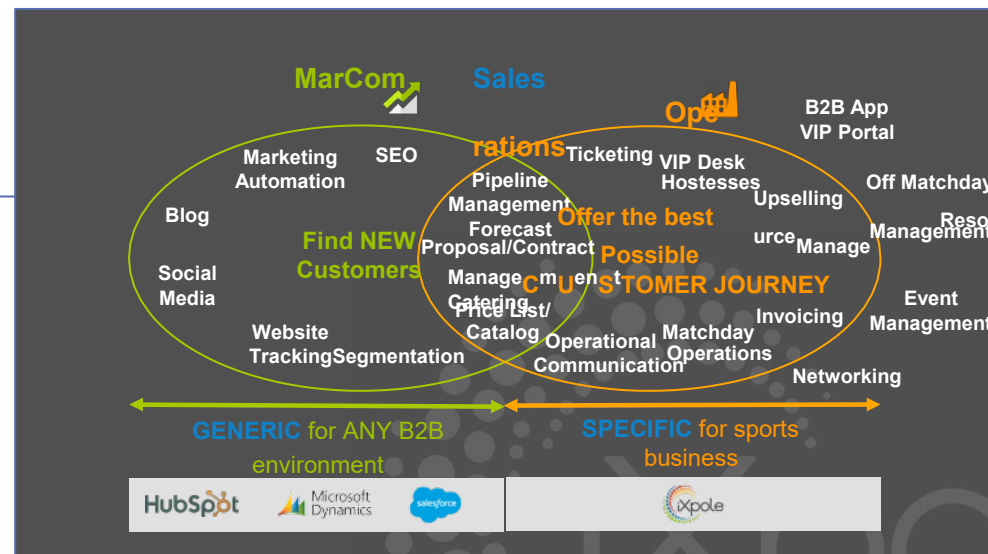
iXpole is a spin-off of a SAP project within the RSC of Anderlecht. During this project, we realized that the needs of the sales team of a club are so evolving and unique that a classical system (e.g. SAP or MS Dyn) is not able to meet these needs. Following this experience, we developed iXpole in a "bottom up" way. Concepts belonging to the sports business (season, subscription, match, seats, competitions, etc.) have been incorporated into the heart of the software.

iXpole is a cloud platform. It is the only platform that centralizes all the data from all a client's contact points and makes it available to all the club's stakeholders (including service providers), as well as VIPs and sponsors and even their guests.

Response to the issue

iXpole focuses on data in an operational framework; the solution is complementary to CRM solutions which focus mainly on data in the context of customer relations. iXpole centralizes operational data to automate and optimize processes.

For the sales team, each match is an event that must be managed individually. Who will attend? Who has been invited? What should the caterer plan? What is the room occupancy rate? How do you assign seats at the table? Has everything been billed? What extras can we offer to make the experience even more unforgettable? Clubs have a choice: maintain dozens of Excel spreadsheets or use a tool that



centralizes all the data and automates all the processes. At the very heart of iXpole are the customer and service provider files, the products catalog with the associated price and the matches/events with their specific characteristics. On the basis of this data, iXpole records sales and automates the following processes: operational communication with customers and service providers, invoicing, creation of offers, contracts, ticketing, etc.

By centralizing this data, iXpole not only optimizes internal processes but also enables VIPs to consult and manage this data themselves through a customer portal or a business app.

Focus on the company

iXpole was founded in 2014 by Joeri Vlemmings and Gorik Vandersanden. In 2016, following the deployment of the solution in a second club, Luc Vanhecke joined the company to take care of market development.

Currently iXpole has 11 football clubs in Belgium, 1 volleyball club and 2 football clubs (ASNL et FC Metz) in France and 1 rugby club.

Best cases / références

- **Belgian Football** : RSCA, KVO, Standard de Liège, Sporting de Charleroi, Excel Mouscron, R Antwerp FC, KV Kortrijk, Beerschot, OHL, KAS Eupen, KV Mechelen
- **French football** : ASNL, FC Metz
- **French rugby** : Castres Olympique
- **Events** : Sportpaleis Group, Gracias Events, Panama Events, etc.

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892

(Castres Olympique). In the Netherlands, Fortuna Sittard is using iXpole and a launch at a top 3 club is planned for early 2020.

2019 is a key year; the product has been modified to best serve the events market.





Digital Transformation Seminar

November 12 and 13, 2019 at the Cargo

Organized by Arenamatrix in partnership with Time For Biz Academy



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