

# MARKETING PLAN VILLARREAL C.F. S.A.D.



**2019/2020**

**Author: Paula Sánchez Henares**

**Supervisor: Luis José Callarisa Fiol**

**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 – FINAL DEGREE PROJECT**

**2018-2019 COURSE**



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# 1. Executive Summary

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The Villarreal CF is one of the leading clubs of the First Division of Spanish football. Its evolution has led to a rapid growth that has been achieved thanks to the adaptation of all areas of the club to the requirements of the new socio-soccer order. Although this process has not been easy and has required a great economic investment and a reorientation in the values and objectives of the club and the team. At the same time, it is also important to highlight the evolution of the social mass, both at the subscriber level and at the level of followers or sympathizers. At this point, it is essential to review the progress in terms of the commercialization of Villarreal CF products, both at the level of sponsors and customers and the final consumer who goes to the official stores to buy yellow equipment items. One of the keys to the growth of the club has been the controlled diversification of the activity of the entity around the spectacle of the king sport.

The Villarreal CF brand is already known worldwide, hence the opening of international markets hitherto unattainable for a team located in a city of around 51,000 inhabitants. To reach these heights, the globalization of communication systems and the adaptation of technological resources have been of great importance, achieving powerful tools for direct communication through the Internet: a dynamic website and presence in thriving social networks.

There are many elements that spread the brand Villarreal CF to the entire world and through this document we intend to promote it through a strategy that puts it in value and determines and controls the ways of exploitation of it.

New challenges and the desire for progress and improvement that characterize Villarreal CF combine perfectly with the humility and historical know-how of a club that never forgets its beginnings and the base of the current structure.

We place Villarreal CF within the framework of a sports entertainment organization. In this area we will focus on the exploitation of the sponsorship and sale of products, control in the diffusion of the brand, the search for new business opportunities, rationalize traditional businesses and diversify sources of income.

In short, below is the marketing plan for the 2019/2020 yellow club season.



## 2. Introduction of the entity

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'Club Deportivo Villarreal' was founded on March 10, 1923. After the parenthesis of the Spanish Civil War, the competition returned to the town and subsequent to two refounds, in June 1954, after the great evolution and growth of the club, the board of directors agreed to change the name of the club, replacing it with the current one: Villarreal CF.

In the season 1967-68, following the Beatles' song, the denomination of 'Yellow Submarine' was born. Season in which, the club looked for to ascend again to Third Division, goal that finally obtained.

In 1969-70 season, the club took its first major sporting step in its history, the first promotion to the Second Division. After spending many years between the Second Division and Regional categories, in 1991-92 seasons, the Submarine repeated the feat and returned to the silver category of Spanish football.

The dream came true, when Fernando Roig took the reins of the club as the largest shareholder, in the summer of 1997. In the first season in command of the entity, managed to make history, the Villarreal CF achieved the promotion to the First Division and unleashed the joy of the entire city. Although, the first experience of the entity in the top category was as exciting as it was ephemeral. However, the club had the great merit of returning to the top in the following season. The great performance that the team was showing in First Division over the years made presage a leap in quality.

The Yellow Submarine achieved the best campaign of its history in the 2007/08 season, having finished in second place in the league, thus achieving the direct pass to the Champions League. In addition, a season later, the yellow subsidiary achieved the heroic promotion to the Second Division of Spanish football, so its youth squads policy reaped the fruits of a great work of many years.

The 2011/12 was a season to forget, despite having played the Champions League; Villarreal certified its relegation to the Second Division. However, Villarreal CF had the ability to rebuild, balance the budget in the midst of a serious economic crisis and take on the challenge of returning to the top flight in the following season.

After more than 90 years of history, at present, Villarreal CF has become one of the most important soccer clubs on the international scene. The club has managed to build a model in sports, economic and social; and has allowed achieving incredible sporting achievements. All this achieved through the construction of a solid project from the base, with effort and efficiency, placing great emphasis on creating a solid sports project and a modern organizational structure, with great professionals. A good example of this is the dozens of players who have managed to be international in their respective football teams.

With all this, the Villarreal CF was named the best Spanish Club by the IFFHS in 2005 (El País, 2006) and as an example of a great academy, Villarreal B closed the year 2018 being the best classified team in the country (Levante-EMV, 2018).

In short, it has been possible for the small population of Vila-real to cross any type of border, counting today with a large community of fans and supporters around the world. With more than 18,000 subscribers, high performance facilities and an academy of more than 600 players, Villarreal CF is one of the biggest clubs in the First Division Spanish Football.

Moreover, regarding Villarreal CF's equipment, which began being composed by white shirt and black pants, would become yellow with blue pants and trims, with over the years. Until in the 'Golden Age' of the entity, the club decides to wear everything yellow in honour of its nickname.

The current badge of the club is a modern version of the previous and has been used continuously since the 1966/67 season, with some minor adjustments, made to suit the times.

Since 2001, the followers of Villarreal CF have the presence of 'Grognet' in all the matches that the first team plays at home. Its design represents the symbolism of the Submarine, affectionate appellation with which the club is known in the Spanish League. 'Grognet' tries to represent the illusion that the club has to do Villarreal CF a strong and consolidated team in the top category of Spanish football.

\*All the information about the history of the entity has been extracted from the official website of the club.



# 3. Situation analysis

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## 3.1. Internal analysis

### 3.1.1. Mission, vision and values

#### **MISSION**

Be one of the best football clubs, both nationally and internationally, betting on sports and personal training of young talents to achieve their goals. For this, the club puts at your disposal facilities and cutting-edge technologies. Thus, also promoting the social side, Villarreal CF manages to return to society the support received.

#### **VISION**

To ensure that the club is a reference model of sports, economic and social in the regional, national and international scene. Transmit this solid project to all supporters of the club, involving them as a base of the project, while promoting sports talent through the training of high performance players.

#### **VALUES**

- Power
- Union
- Courage
- Optimism
- Illusion

### 3.1.2. Organizational chart

In Annex it can be seen the Villarreal CF organizational chart. In the same one, it is extracted that the management of the yellow entity is formed by the president of the club (Fernando Roig Alfonso), the vice-president (Jose Manuel Llana), the CEO (Fernando Roig Negueroles) and the advisers, next to his secretary.

On the other hand, the club is divided into two large areas, sports area and general area of organization and management, directed by their respective directors. Both, with six sub-areas each, from which each of the departments that form Villarreal CF are born.

### 3.1.3. Resources

#### 3.1.3.1. Human Resources

Professional elite football clubs, such as Villarreal CF, are managed from two very different areas: sports management and general direction of organization and management.

The sports area is the essence of a professional football club, while the purpose remains linked to the promotion, training and development of sport, and the main objective is the formation of a team that represents the club in national and international competitions. So it is not only considered the basis of the activities of these organizations, but also what determines their survival, their greater or lesser promotion and their growth potential (Gómez, S. and Opazo, M .; 2007). Therefore, in relation to the area of human resources in the sports field, it should be considered mainly the planning, selection/recruitment, training and preparation of footballers of the first team of the squad, as well as the selection of the coaching staff. In addition, all the selection of the technicians and coordinators of the youth squads and the players themselves must be taken into account.

On the other hand, in relation to the general direction of organization and management, the club when selecting personnel, does so through interviews, thus choosing the best candidate to fill the position. Taking into account the training, from the human resources area, courses related to LaLiga regulations or related ones are carried out, keeping the staff to date at all times. In addition to the permanent staff, the club as a company offers curricular internships for students of Advertising and Business Administration, among other careers.

### 3.1.3.2. Financial Resources

Villarreal CF has a budget of around 117 million euros in its present season (2018/2019), aimed at acquiring new players, as well as to promote the growth of the youth squads. On the other hand, this also covers the payment of all the employees of the club, as well as any remodelling or construction of infrastructures, purchase of sports equipment and maintenance of the facilities. The club estimates that around 80% of the budget goes to everything related to the first team, both players as technical team and sports equipment; on the other hand, about 15% of this budget is managed by the entire youth squads of the club, that is, players as technicians. Finally, the remaining 5% goes to the rest of expenses related to the employees, the maintenance of the facilities, or if it so, renovations at such facilities.

Said budget is established based on the financial resources originating in Villarreal CF. On the one hand, the club receives both from LaLiga and UEFA an amount of money corresponding to the competitions in which the club has played in the previous season and its position in the standings at the end of it.

Regarding the distribution of revenue for television rights, Villarreal CF receives an amount in television rights each season. In the 2018/19 season the yellow club entered 60,9 million euros, corresponding to the 2017/18 season.

On the other hand, a large part of that budget is also based on the income obtained from the sponsors. Each sponsor pays the club a different amount depending on whether it is a principal sponsor, official sponsor or a partner. Each of them includes a confidentiality clause in the contract that has signed with the club. In each agreement it appears detailed how much the club will receive from the sponsoring company, in addition to the considerations offered by the entity.

Finally, for every child who plays in the club's academy, Villarreal CF receives a certain amount of money, regardless of the category in which they compete; except the youngest children, from 4 to 6 years old, who enroll in the psychomotricity course, where they pay a lower fee since they do not participate in any competition. The base football fee amounts to € 1,000 per year, except if one of the parents is a subscriber of the club, in which case, its fee drops to € 625 per year. In addition, the Yellow Submarine has significant income, coming from seasonal season tickets and ticket sales for matches that are played at home.

As a result, the club has two expanding areas, which provide the club with great revenues season after season.

## INTERNATIONAL AREA

Villarreal CF, as can be seen in the organizational chart, has an important international area, from which have developed official partners academies, official affiliated schools and an official academy, in America and in Asia. In both areas has been exported the academy 'know-how' developed in the sports club in Vila-real.

Currently, as can be seen in the following map (Figure 1), the official academy is located in Miami, and the partner academies in Virginia, Nebraska, Minnesota and Seoul. On the other hand, the schools affiliated to the club are located in New Jersey, Maryland and in Kashima (Japan).

The ones in Virginia and Nebraska were the first two to incorporate the official technical equipment of Villarreal into their schools; although all must adapt their agreements in progress to incorporate the technical clothing of Villarreal for the duration of the agreements with the club.

**FIGURE 1: INTERNATIONAL ACADEMIES AND FUTURE PROJECTS**



Source: Villarreal CF (International Department)

At present Villarreal CF has around 2,300 international players in schools all over the world. In this way, the club manages to reach 2,300 families who, through the day to day of the schools, consume news and products related to the Yellow Club.

The club has celebrated its first events with international schools, through clinics, campus and presentations with the company of Villarreal legends; events that require the acquisition of t-shirts and promotional material from the technical sponsor.

Analysing the international department from the internal point of view, it is necessary to coordinate among different areas of the club in order to correctly develop the tasks and projects. For this reason, the department is constantly in contact with the marketing, press and communication areas, with the sports area and with the commercial area, as well as with Endeka Sports.

Therefore, the department has not functioned as an independent structure but integrated among all areas of the club. So, the international area has ample opportunities for improvement. The main international competitors are football clubs between 30 and 50 of the world ranking, which are positioning themselves in international markets, performing all kinds of actions to reach more people in more parts of the world, hence, its important to counteract this presence of the competitors increasing that of Villarreal CF.

The main weakness that the department has is the lack of structure to dynamically track projects, market or generate new opportunities proactively, because the projects arrive alone, and do not go out to look for them. Despite this weakness, the department is maintained thanks to its visible strengths. The area projects a business and sports image of prestige, solvency and consistency; besides developing an international perception of the work done and the milestones achieved. The objective is to transmit the DNA of Villarreal CF to all the members of the work team and to generate a commercial pre-youth squad.

In addition to these strengths, the international area has ample opportunities, such as having a greater presence in objective markets, attracting sponsors and strategic partners; also a better management of current contacts, giving immediate exit to all proposals. And increase the brand image and thereby, improve the income for television rights.

## ENDEKA SPORTS

Endeka Sports is a company external to Villarreal CF but included in its structure as it is responsible for organizing, producing and developing the campus and tournaments of the yellow club.

Most of the activities under the responsibility of Endeka Sports are aimed at the youngest ones, since in addition to the aforementioned campus and tournaments; they organize training camps and fan zones. Below is a list of each of these activities.

- TOURNAMENTS

Currently the calendar consists of four tournaments, three of which are played in the sports facilities of Villarreal CF, and a fourth, which takes place in the Costa Brava.

The first tournament of the year performed by Endeka Sports for the Yellow Submarine is the Villarreal Yellow Cup Easter. This is a tournament that offers the possibility of celebrating the Holy Week in a unique and special way, in the wonderful tourist area of Benicàssim, practicing the king of sports in one of the best sports facilities at national level, such as the Miralcamp Training Ground or the Pamesa Cerámica Training Ground. This tournament has a brilliant list of teams from all over Spain and other countries, who meet for 4 days to share experiences that participants will never forget.

During this great football tournament, a host of complementary activities are planned to make them enjoy even more, such as a welcome cocktail, a gala dinner for the coaches, a visit to the 'Estadio de la Cerámica', a great party of the tournament with delivery of medals, attractions in the fields and the 'fan zone grogueta'.

The next tournament of youth footballers, the Villarreal Final Cup, is aimed at all those players who enjoy soccer every day. At the beginning of June, the club offers the possibility of ending the season with a unique and special weekend, enjoying the maximum of the coastal tourist area of Benicàssim and living each game in the sports facilities of Villarreal CF. During the weekend, the following complementary activities will be scheduled; visit the 'Estadio de la Cerámica', a free entrance to Aquarama water park and a 'fan zone grogueta'.

At the end of June comes the Villarreal Yellow Cup Summer, base football tournament that offers the possibility of celebrating the end of season dreamed in the wonderful tourist area of Benicàssim and, at the same time, compete counting teams arrived from around the world. During the tournament they will enjoy a wide variety of activities, from visiting the 'Estadio de la Cerámica', to enjoying the Aquarama water park and the 'fan zone grogueta'. In addition, there is the possibility of continuing this experience by participating also in the Costa Girona Cup tournament.

The Costa Girona Cup tournament is a first level international football tournament where a large number of players from all over the world gather, and it is celebrated at the end of June. Considered one of the most leading soccer tournaments, in excellent facilities with 13 football fields of natural grass, offers the possibility of combining football with fun and the immense variety of activities offered by the Costa Brava during five days of a lot intensity.

- **CAMPUS**

On the other hand, the yellow club together with Endeka, offers the possibility of enjoying four weekly half-day camps that take place in the Miralcamp Training Ground, during the periods of Christmas, Easter, summer and pre-season. It is a sports activity aimed at children between 4 and 17 years, consisting of a weekly morning stay in different periods of the year, where a training program of double morning football session is developed under the parameters of training methodology of Villarreal CF, and directed by coaches of the academy. In addition, the figure of the goalkeeper is enhanced, performing a specific daily work cycle. On the other hand, children can get a place to participate in the International Tournaments of Villarreal CF; and during the micro-cycle of training in the facilities of the club, enjoy the visit to the 'Estadio de la Cerámica'. In addition, during the summer period they can also enjoy a refreshing and fun bath in the Aquarama water park in Benicàssim.

The Campus Pro, on the other hand, is a sports activity aimed at children between 4 and 17 years of age, which consists of making an internal weekly stay in summer, in the month of July, with players from all over the national and international territory. It offers three different shifts, in three different locations; Cerdanya, Benicàssim or Puigcerdà. During the week an intense training program of soccer is developed under the parameters of the training methodology of Villarreal CF, and directed by coaches of the Villarreal academy.



In addition, the club breaks its barriers and expands globally by conducting international campuses, such as the Miami Yellow Summer Camp or the Miami Yellow Elite Camp.

- **TRAINING CAMPS**

Villarreal CF offers its high level sports facilities, as well as its coaches and training methodology for all those teams that want to organize and plan a concentration during the season. Through the training camps, the club prepares a package tailored for both coaches and players, at any time during the season.

The club offers three different stages. First of all, the training team is a sports program focused on football teams, amateur or professional, directed entirely by Villarreal CF with its work methodology and under the supervision of the yellow club's technicians. With which it is intended that they learn and improve their individual techniques through training sessions. Secondly, the training coach is a sports program focused on all coaches who want to receive a full training based on Villarreal CF methodology. With this the club offers to observe how it operates a first level club, analyse the training methodology developed and feed their knowledge to become successful football coaches. Finally, the long-term sports program, the training player, directed by Villarreal CF for individual players who want to feel like soccer players living, training and playing matches.

- **ESCOLA**

The club offers through 'L'escola de futbol del Villarreal CF' a program aimed at children of young age, with the main objective that the little ones have fun playing and thus be able to work different aspects. Villarreal CF has developed an activity as a prelude to entry into grassroots football. For three seasons, the 'Villarreal CF Escola' has been inaugurated in Sabadell, for cultural, sporting and educational purposes.

- **FAN ZONE**

Taking advantage of the modernization of the 'Estadio de la Cerámica' and its square on the main facade, on game days at home, Endeka organizes the fan zone prior to the matches. A moment to enjoy the preview of a first division match, in which, the little ones can enjoy various activities and participate in the '3x3 Groguet' tournament. In addition, the towns of the province, which collaborate in the 'Endavant project', take the opportunity to promote themselves and enjoy a first class atmosphere.

- **LALIGA PROMISES**

LaLiga Promises is one of the competitions of the LFP World Challenge, a program created in 2014 by LaLiga with the aim of bringing together the youth squads of the best professional clubs in Spanish football. The tournament is a traditional event of great international prestige created by José Ramón de la Morena Foundation, which is based on more than 20 years of experience in the organization of this type of base championships in Spain.

During the last four editions, the city of Vila-real has dressed up to welcome the Pamesa LaLiga Promises National Tournament, which brings together the young teams from the 20 clubs of LaLiga Santander in June. In 2014, it was the Miralcamp Training Ground that hosted the competition. The 3 following editions were played in the Pamesa Cerámica Training Ground. Endeka together with Villarreal CF collaborates and organizes this prestigious tournament, where the little stars of our football delight us by showing their great talent.

In this, as on so many other occasions, Vila-real becomes the epicentre of sports activity in the province of Castellón, which also means for the economy of the city and the entire province since thousands of people are concentrated to follow this attractive football competition for the youngest.

### 3.1.3.3. Physical Resources

Between the different physical resources that the club possesses, the following facilities are located:

#### ◆ THE 'ESTADIO DE LA CERÁMICA'

The 'Estadio de la Cerámica' was inaugurated on June 17, 1923, under the name of 'Campo del Villarreal', although only two years later it began to be called 'El Madrigal', a name that lasted until January 8, 2017. Yellow stadium is located next to 'Plaza del Labrador' in Vila-real, with a capacity of 23,500 spectators and is the football field where the first team of the club disputes the matches at home.

The changing facilities have had up to four different locations since it opened and, currently, they are located just below the central grandstand area. In addition, after undergoing several renovations, in 2008 the construction of the high security visitor zone was carried out, just above the North Stand, with a capacity for around 2,300 spectators.

The stadium of the yellow club has private boxes, which have all the comfort for those fans who want a bonus of services when it comes to following the games that Villarreal plays at home. For them, the Submarine has 19 'Casals Grocs', located in the upper area of the Main Stand, as well as 27 'Casals Blaus', located in the upper area of North Stand.

Villarreal chose to install a hybrid pioneer lawn in Spain, which combines artificial fibre with natural grass. In this way a more stable and lasting playing field is achieved.

#### ● ENTRELÍNEAS RESTAURANT

'Entrelíneas restaurant' is located at the South Stand corner of the Ceramics Stadium and is accessed through the 'Plaza del Labrador' of Vila-real.

With a classic and careful decoration centred on historical images of Villarreal CF, the restaurant offers extreme comfort and excellent service. This is where official club lunches or dinners and other events take place. In addition, it is conditioned for those interested in renting it for any type of celebration or act.

## ◆ 'CIUDAD DEPORTIVA MIRALCAMP'

With an extension of 70,000 m<sup>2</sup> and nine football fields, the Villarreal CF training grounds is the usual place of work for all the soccer categories of the club. The facilities are composed of two fields of hybrid grass, one of natural grass and six of artificial grass, a multipurpose area and two large buildings, the residence and offices.

In one of the pitches of hybrid grass, the first team is trained, while in the other, called 'Mini Estadi' and with a capacity for 5,000 spectators, the matches of the first two subsidiaries teams are played. In addition, Villarreal B team uses the natural grass field for its trainings.

### • RESIDENCE

In the residence of the Miralcamp Training Ground live daily about a hundred boys, young talents from all parts of Spain, as well as other countries.

In addition, on the ground floor of the building are the complete dressing rooms of the first team in their trainings, an area for the doctors of the club, a fitness room, a gym, a whirlpool room and several offices of the coaching staff. On this floor it's also find the press room where the players or technicians of the first team appear daily after the training sessions.

On the other hand, on the first floor of the building live the younger players of the academy from outside area; while in the second floor, reside the juveniles and coordinators. The residence also has a cafeteria with an outdoor terrace, a leisure room, a library and a computer room, offering all the comforts and facilitating combining training with school education.

On the third floor of this same building is the residence of the first team.

### • FIRST TEAM RESIDENCE

Inaugurated in 2018, this new residence of Villarreal CF is the usual place of concentration of the first team. With an area of almost 1,000 m<sup>2</sup>, the facility, located in the Miralcamp Training Ground, has 21 rooms, a conference room, two living rooms and a terrace.

This residence is located in the same building where the dressing room, the gymnasium of the first team and the club's private clinic are located on the ground floor.

#### ◆ **'CIUDAD DEPORTIVA PAMESA CERÁMICA'**

Located to the south of the city, the Pamesa Cerámica Training Ground has more than 40,000 m<sup>2</sup> of extension, which are divided into three 11 football fields and one 8 football field, accompanied by two stands for 250 spectators.

In addition, its facilities include a modern two-storey building in which we find a large gym equipped with the latest technology, 24 changing rooms for different categories and a room equipped for medical services. In this same building, the offices and the cafeteria are located.

#### ◆ **OFFICIAL STORES**

With more than 200 metres of exhibition and inaugurated in 2014, the Official Store located in the Main Square of Vila-real is one of the emblems of the Submarine and the most important of its stores. It is located in the heart of the town and has the catalogue of garments of Villarreal CF in full, as well as all other merchandising products of the club. This establishment offers service to fans of the Submarine from Monday to Saturday.

On the other hand, the Official Store located in the 'Estadio de la Cerámica', on the corner between the Main Stand and the South Stand is open from Tuesday to Saturday, in addition to match days.

#### 3.1.3.4. Technological Resources

Villarreal CF makes use of diverse technological resources, from the app for iOS and Android devices, to the programs used in the sports area, in ticket offices, in the video scoreboard or in the UTV, and even by the medical services.

The app is a support that offers a service of enormous value for the fans, where the most important novelties, that are, the news, the agenda, the data of the competition and even the videos and TV show, can be view from any iOS or Android device. This app is currently in the process of being renewed since the club is updating it based on a LaLiga template.

In the sports area different technological applications are used both to analyse the games and the players. The ISF is a database of players, from which the scouts can make reports of the matches, as well as carry out a follow-up of the players. The Opta Sports database, on the other hand, provides all kinds of football information; works on several levels of information such as passes, shots, minutes played, kilometres travelled, among others. In addition, not only analyses player by player, but also extrapolates the analysis to the club to which they belong.

When analysing games, the club uses various platforms such as, Wyscout, which allows them to watch matches from all over the world; o Instatscout, where they can view all types of information of any player or team from anywhere in the world, as well as complete matches, statistics and summaries. LaLiga, through its Mediacoach platform, provided by Mediapro, also offers matches and reports throughout LaLiga, both First and Second Division.

Finally for video editing, which allows extracting and filtering the decisive information to make correct decisions and thus achieve the desired objectives, the Sportscore and Nacsports systems are used. The first is a system that works with the requirements of each coach; codes are programmed to save certain types of moves. The second one provides coaches and analysts with adapted programs at all levels to achieve the objectives that are set.

Regarding the video scoreboard, the program used is managed by the club and the producer is relieved. As for the UTV, the league matches and 'Copa del Rey', the club rents a machine to Newevents, with which the creativities elaborated from the production company or by the clients themselves are projected. In UEFA matches the same association manages everything.

The system that manages everything related to ticket offices, that is, both season tickets and unique entries, and that also functions as a database, is a program called Aver, implemented by LaLiga to all football teams. It is worth mentioning that said program is not designed so that the club has a complete subscriber base, which does not facilitate its use to the maximum.

Also the medical services of the club have the latest technological developments so that the players are 100% for the performance of their work. The Soccer System Pro program is used as a clinical record of each of the Villarreal CF players. This system is divided into one user for the medical team and another for the players. Within the user of the medical service are detailed both the injuries suffered by each player, and the treatments carried out for improvement. In the same way, each player enters in the program each day the data referring to their weight, sleep, daily pain, as well as recovery from the previous day.

In reference to the devices used by the medical team of the club are the following. To measure the kilometres travelled in the treatments and matches, as well as the speed at which they arrive, and for the collection of information about possible discomfort of the players, they use the GPS Sport device. On the other hand, the Nubbo device is used either at rest or in effort, to measure the cardiac alteration of the players. During the training, electrocardiograms are performed by means of a dynamic effort test. Nothing is left to chance in a professional football team and the health of the athletes comes first.

### 3.1.3.5. Marketing Resources

#### 3.1.3.5.1. Intangibles Resources

The intangible resources which are part of the marketing resources of the yellow club, and mark the difference of the entity, are the following:

#### GRAPHIC BRAND

The graphic brand of Villarreal CF (Figure 2) it is composed of its most identifying symbol, the club's shield. This is combined with the logo, that is, the official name of the entity presented in its corporate typography. Villarreal CF brand can be presented in two different ways, either combining the symbol with the logo on the right or placing the name under the badge.

**FIGURE 2: GRAPHIC BRAND**



Source: Villarreal CF (Image manual)



The font used in the logo is the Trade Gothic. The brand will always be presented in corporate yellow or blue. When the brand needs to be presented in a single colour or grey scale, it will be exclusively in corporate yellow and blue or black and its inverted versions.

The combination of the abbreviations of the official name (Figure 3) is also part of the visual identity of Villarreal C.F. For special occasions this symbol may be used as a substitute for the brand.

**FIGURE 3: COMBINATION OF ABBREVIATIONS OF THE OFFICIAL NAME**



Source: Villarreal CF (Image manual)

## BRAND EXTENSION



Since the 2011/12 season the club has its own travel agency that diversifies the activity and expands the horizons of Villarreal CF. This agency offers all kinds of services and proposals available to everyone, from the most exclusive clients to the tightest budgets. Installed in the Miralcamp Training Ground and in the Main Street of the city, it is responsible for organizing all the trips of the yellow club and allows the expedition to be shared with the first team traveling with the entire staff. Thus, any amateur can travel on the same plane as the players, stay in the same hotels as the squad and manage the tickets to see live the Submarine games away from home, in all competitions. In addition, under Halcón Viajes brand it also offers business and holiday travel services.

## **VILLARREAL CF TV**

With the important growth of the club and its evolution to become a consolidated entity in the elite of football, came the need to adapt to the requirements of society, including the creation of audiovisual content so that it could reach the fans for all the possible means.

This is how Villarreal CF TV emerged in the 2004/05 season, a program of its own television that the club performs twice a week and that is broadcasted both in the local television stations of the province and in the official social media accounts of Villarreal club. In addition, the weekly program 'Cantera Groguea', which is broadcast on Castellón Mediterráneo Television and can also be viewed on the club's social networks, also takes place from 5 seasons.

On the other hand, every weekend there is a match of some base football team of the club and it is broadcast on Castellón Mediterráneo Television and on the official channels of Villarreal CF. In this way, the values of youth football are spread.



Created in 2008, the purpose of the Villarreal CF Foundation is to promote sports in general and football in particular, as well as to promote, manage and develop all categories of the club's base football, in order to achieve comprehensive educational training for athletes who are in school age. In addition, the Foundation has among its challenges the promotion of the image of the club, both nationally and internationally.

### 'ENDAVANT'

On the other hand, it should be noted that in 2014 Villarreal presented a new corporate brand, 'Endavant', with the aim of transmitting and representing the club's values through the different activities it has been carrying out for more than a decade with social purposes , cultural, sports and educational.



### 3.1.3.5.2. Villarreal CF products

The main products or services that Villarreal CF offers its fans and supporters are the following:

#### SEASON TICKET

Villarreal CF rewards the loyalty of its members and is committed to incentivizing assistance. Since the subscription campaign of 2014/15, the club established a special price system, so that, depending on the level of attendance at the matches, the fans obtain different season tickets with their respective discounts.

In the current season tickets campaign, season 2018/19, the prices of the previous season have been maintained for the most loyal fans. All subscribers who missed a maximum of 3 matches in the previous season, are considered 'VYP GOLD', and were offered the card for the same price as the 17/18 season of the gold rate. At the same time, subscribers who missed between 4 and 6 games in the season 17/18, have the 'VYP SILVER' subscription, for which they paid the same silver rate as the previous season. In addition, maintaining this loyalty means enjoying the same discount in the 19/20 campaign.

On the other hand, as the tenth consecutive season, the club opted for the renewal of the card for free or with significant discounts, depending on the conditions, to those subscribers who are unemployed. In addition, the club discounted 30€ in the price of the card to retirees and pensioners, discount applicable both to subscribers who renew their pass, and to new subscribers.

For its part, the season ticket includes all LaLiga matches, the UEFA Europa League group stage, 'Copa del Rey' until the round of sixteen and the matches of the subsidiaries in the 'Mini Estadi'. On the other hand, the subscribers of the Main Stand and Super Tribune have all the official competition matches included in the subscription.

The Cadet subscribers of the Main, Grans and South Stands pay 50% less than the established rate for their subscription.

In addition to all the advantages offered by the club for attendance and loyalty, all 'Grogquets' can enjoy a large number of advantages and discounts, the so-called Yellow Club, BP gas stations, Port Aventura, the FIB ... In addition to free tickets to watch the matches of the 'TAU Castelló' and the 'Bisontes de Castellón'.

In reference to the prices that are offered (Table 1), they are very accessible in most areas of the stadium, being one of the First Division clubs with the lowest prices in season tickets. In addition, it offers greater discounts to the most loyal fans, so that the subscribers, who attend all or most of the games, pay less than those who have less assistance. In addition, Villarreal CF is aware of the current situation of many of its fans, so it renews free, under conditions, to all those unemployed people, and makes discounts for retirees and pensioners.

**TABLE 1: PRICES SEASON TICKETS 2018/2019**

<b>ZONAS DE ABONO</b>	<b>ABONO ORO</b>	<b>ABONO PLATA</b>	<b>ABONO GENERAL</b>
<b>ESQUINA FONDO NORTE / LAT. FONDO NORTE / PREFERENCIA NORTE PAR</b>	<b>90€</b>	<b>95€</b>	<b>165€</b>
<b>ESQUINA FONDO SUR / LAT. FONDO SUR LAT. SUR PREFER. / PREFERENCIA SUR IMPAR / DISCAPACITADOS</b>	<b>125€</b>	<b>135€</b>	<b>225€</b>
<b>FONDO NORTE</b>	<b>160€</b>	<b>170€</b>	<b>215€</b>
<b>FONDO SUR DESCUBIERTO</b>	<b>200€</b>	<b>215€</b>	<b>250€</b>
<b>FONDO SUR CUBIERTO / PREFERENCIA LATERAL</b>	<b>225€</b>	<b>240€</b>	<b>275€</b>
<b>PREFERENCIA BAJA LATERAL PAR E IMPAR</b>	<b>270€</b>	<b>285€</b>	<b>330€</b>
<b>PREFERENCIA ALTA CENTRAL PAR E IMPAR</b>	<b>315€</b>	<b>335€</b>	<b>380€</b>
<b>TRIBUNA LATERAL PAR E IMPAR</b>	<b>360€</b>	<b>380€</b>	<b>440€</b>
<b>PREFERENCIA BAJA CENTRAL PAR E IMPAR</b>	<b>405€</b>	<b>430€</b>	<b>485€</b>
<b>TRIBUNA CENTRAL BAJA</b>	<b>600€</b>	<b>640€</b>	<b>750€</b>
<b>SÚPER TRIBUNA</b>	<b>1.600€</b>	<b>1.600€</b>	<b>1.600€</b>
<b>CARNET INFANTIL (sin derecho a asiento)</b>	<b>35€</b>	<b>35€</b>	<b>35€</b>

Source: Villarreal CF

For those holders Visa Villarreal CF credit card of CaixaBank can finance their payment, paying it in 3 months without interest.

## SYMPATHY CARD

For seventh consecutive season, Villarreal CF has once again bet on uniting all the 'grogueets' in the world. All those who live outside the province of Castellón and want to be linked to the yellow family, can be done with the # SócGroguet sympathizer card, the most international and supportive card of the Submarine.

With this card they can enjoy countless advantages:

- In the 18/19 season the card has been solidary, giving to all the supporters who have purchased a cup from the Vampirako collection, whose proceeds go to the Conquistando Escalones association.
- By acquiring the card, supporters can enjoy a double entry for the game they choose from LaLiga Santander or the Europa League group stage at the 'Estadio de la Cerámica' for free. (With the exception of the matches against: FC Barcelona, Real Madrid, Atlético de Madrid and Valencia CF).
- As a member of the 'grogueeta' community, the supporter benefits from a reduced price (50% discount) on the purchase of 4 tickets during the national competition season and the Europa League group stage. (With the exception of the matches against: FC Barcelona, Real Madrid, Atlético de Madrid and Valencia CF).
- Enjoy all the advantages of the Yellow Club as a 'grogueet' more. By presenting the sympathetic card, they can access to all the discounts and exclusive promotions.
- The sympathetic card also provides a coupon discount of 10% to apply to any product in the online store.
- The card also gives the right to participate in the exclusive 'Day of the Sympathizer', a unique day of visits and activities programmed by the club, thus getting to know Villarreal CF more closely.

The sympathetic card of the season 18/19, with all the advantages and discounts it offers, is on sale for only 35€. Available for all those fans who live outside the province of Castellón and want to be part and feel the Submarine spirit.

## STORE MERCHANDISING

Through its two official physical stores, located in the Main Square of Vila-real and Blasco Ibáñez Street next to the 'Estadio de la Cerámica', as well as through the official online store, the Villarreal CF offers a wide variety of products for sale, such as textiles, animation, home or school products, among others.

All the products that are for sale in the official stores, are sold for reduced prices, in addition to the special promotions that they carry out through a variety of products.

On the other hand, 'VYP GOLD' subscribers have a 10% discount in the Villarreal CF official store, presenting the season card and the ID card. For its part, the sympathetic card provides a discount coupon worth 10% to apply to any product in the online store.

It should be noted that, in the same official stores, as well as online, the club offers the official equipment of the season both for players and technicians. In order to offer the possibility of buying such products to fans who want to identify with the club and its idols.

The sale price to the public of the club's official equipment varies depending on the size of the garment. In addition, the official shirt also offers various prices depending on whether or not it is silk-screened, and whether the silk screen is personalized or is the name of some team players.



All the products mentioned and analysed above, can be purchased at the club's official stores.

The season ticket can be purchased all year round in the official physical stores of the club, as well as at the ticket offices of the 'Estadio de la Cerámica' on game days or at the TAU Castelló offices, in the 'Ciutat de Castelló' pavilion. In pre-season, once the deadline has been opened, the renewal of subscribers can be carried out through the official website of Villarreal CF and the official App.

Both the sympathetic card and the merchandising can be purchased at the club's official stores or online.



Each of the products offered by the club is promoted through its official social networks, its official website and the official app.

On the other hand, with the season ticket a promotion campaign is carried out on a larger scale, with a first presentation gala of the season tickets to all those fans who want to attend, and a later promotion of prices and discounts through the radio, written press, social networks, the official website and the app.

The official equipment is also promoted through social networks and the web, although there are seasons in which a first presentation of the kits is carried out.



### 3.1.3.5.3. Social Networks and Official website

The yellow club has an official website ([www.villarrealcf.es](http://www.villarrealcf.es)) from which the entity distributes all its news, as well as makes available all the information about the club, the first team and the youth squads. This website is available only in three languages -Spanish, Valenciano and English-. In addition, on the one hand, it also has an exclusive website of the 'Estadio de la Cerámica' ([Estadiodelaceramica.villarrealcf.es](http://Estadiodelaceramica.villarrealcf.es)), where it can be find news about it and take a 360° virtual tour of the entire yellow stadium. On the other hand, a website about the club's flagship project, its 'Endavant' brand ([endavant.villarrealcf.es](http://endavant.villarrealcf.es)), where the project is exhibited, and each one of the initiatives carried out by Villarreal CF are presented.

As a result of this web page, Villarreal is modifying its current mobile application, with the help of LaLiga. App which pretends to be able to bring the spirit of the yellow club, with the latest news, videos and broadcasts live videos. This app will be available for both iOs and Android devices, through the App Store or Google play, respectively.

On the other hand, Villarreal has accounts in the main social networks. With more than 170,000 followers on Instagram, around 455,000 followers on Twitter and almost 900,000 followers on their Facebook account. Accounts from which the club promotes each of its events, news and games, thus maintaining direct contact with its fans. Finally, it should be noted that it has a Youtube channel, with around 30,000 subscribers and from which it broadcasts live videos or uploads videos highlighted by the entity.

#### 3.1.3.5.4. Sponsors

Finally, within the section of marketing resources, is located one of the main engines of the yellow club, its sponsors.

The motivations for which the Villarreal CF sponsors decide to bet on this club are different. Thanks to the participation of the first team this season in LaLiga Santander, 'Copa del Rey' and UEFA Europa League, the club has been able to provide its sponsors with publicity and image media of great international visibility, with which the sponsors themselves obtain a positive return on investment. Apart from this media impact and recognition, the sponsors also seek to be part of differentiating projects, such as the 'Endavant' brand of Villarreal CF, that is, they are involved in projects related to culture, sport and society.

Two strong points taken into account by the sponsors are both the youth teams and the women's club team. It is due to the great effort that the Submarine carries out to show an example of teaching with values to the little ones so that they can get to be both great footballers and people. On the other hand, women's football is booming, so be part of a team that bets on these teams, and even get to be the main sponsor is increasingly interested.

The sponsor associated with the club receives a package of sponsor advertising media and additional consideration.

#### Principal Sponsor

Pamesa Cerámica, company dedicated to the design, manufacture and commercialization of ceramic products, and located in Almazora, is the main sponsor of Villarreal CF.

The company, maintaining its commitment to sport as a way of the company's commitment to society, has been the main sponsor of the yellow club since the 2013/14 season. Since then, and with a contract signed until the end of June 2019, the brand shines on the equipment, training and outfit of all the club's categories. In addition, the brand appears on the press backs of the entire club's facilities, in static advertising in the training grounds and in the 'Estadio de la Cerámica', in the UTV (digital perimeter), in the players' bench in the stadium and on the team bus. This sponsorship includes additional considerations related to the rights to use the image of

players, vip boxes, tickets during the season, trips with the team, meet & greet, among many others.

### Official Sponsors

For their part, the official sponsors of the club are:

In the season 16/17 Villarreal CF reached an agreement with JOMA, becoming the club's exclusive official technical sports sponsor, until June 2020. Joma Sport is the Spanish sports brand, dedicated to the manufacture and marketing of sports equipment, most important worldwide. This agreement offers the company to appear in the press backs of the club, on the UTV and on the team bus. In addition, to enjoy the additional considerations such as the rights to use the image of the players, the VIP box, tickets during the season, meet & greet, among others.

San Miguel brewing company, meanwhile, has an official sponsorship agreement with the club until the end of June 2020. This company obtains the consideration as all other official sponsors, and like them has a presence in static advertising in the training grounds and the 'Estadio de la Cerámica'. Although it should be noted that San Miguel has one of the static supports that has the most visual and television impact, the second Grand Stand UTV.

Coca-Cola Company is a total beverage company, through a portfolio of more than 500 brands and a large compensation system. The company is an official sponsor of the club through all its brands, mainly Coca-Cola, with an agreement until the end of the 2018/19 season.

The bank CaixaBank is the official sponsor and financial partner of Villarreal CF since 2013; and in 2017 renewed for four more seasons, until the end of June 2021.

Villarreal CF and bet365 reached an agreement whereby the leading online betting house became the official sponsor of the club until the end of the 2019/20 season.

Frost-trol is a company located in Castellón, dedicated to the manufacture and commercialization of commercial refrigeration furniture for the sale of perishable foods, founded in 1957. The agreement reached with the club has deadline on June 2020.

The Coca-Cola Company, the bank CaixaBank, the betting house bet365 and Frost-trol, through their respective agreements with Villarreal CF receives the following considerations: appearance of the UTV brand, in the press backs and on the team bus, rights to use the image of the players, VIP box, meet & greet, among other considerations.

### Official Partners

Villarreal CF also has official Partners, among which are the following:

Ja Joan Store is the official partner Formal Wear of Villarreal CF. Company in charge of elegantly dressing the players and coaching staff of the first team. The agreement that has with the club ends at the end of June 2019.

Asisa is the official medical provider of Villarreal CF since January 2016, and for the time being, until the end of December 2021. With an agreement with the club, Asisa is responsible for the medical and health care of the first team of Villarreal CF, their base football teams and club employees. Therefore, the company puts at its disposal a broad medical picture and access to the latest treatments and the most innovative technological and assistance advances.

Marzá-Audi is the official dealer of the Audi brand in Castellón. The agreement, scheduled until the end of June 2019, between Villarreal CF and the concessionaire has counter-benefits such as advertising, promotions, social networks, events, hospitality, among others.

The official travel agency of Villarreal CF is managed by Halcón Viajes, the largest network of travel agencies in the country with more than a thousand offices spread throughout Spain. The agreement between the agency and the club is automatically renewable.

Delikia is the sponsor of the female Villarreal CF team. The food company reached an agreement with the club until the end of June 2019. The five teams that make up Villarreal CF women's football look under the dorsal the Delikia logo on their shirts. In addition, the first female team will pose, in the preview of their meetings with the caption of this food firm.

Optapro, the leading provider of technical sports data, is the provider of technical material for Villarreal CF until the end of June 2019. Supporting the club's data analysis department.

GpSports, is a company that creates technology that helps, through monitoring and control, players to perform their training and matches at the highest level. The club has an agreement with GpSports until the end of June 2019, as a supplier of technical material.

### **Sponsors and Partners of 'Estadio de la Cerámica'**

In 2017, Villarreal CF announced the new name of its stadium, 'Estadio de la Cerámica', taking advantage of the spectacular remodelling of the main facade and the creation of a new square directly opposite. From that moment, the silhouette of the stadium has become a representative and identifying symbol of the province of Castellón and, above its entire most identifiable productive sector, the ceramic. With this, many tile companies were interested in the project and decided to be part of it, having presence in the different supports of the stadium.

The main and official sponsors of the 'Estadio de la Cerámica' enjoy possessing their logo on the three facades, on the UTV and on the central fence of the stadium. The companies that form part of the 'Estadio de la Cerámica' as main sponsors are Pamesa Cerámica, Porcelanosa, Argenta, Torrecid and Ferro. For their part, the official sponsors of the Villarreal CF stadium are TAU Cerámica, Bestile, Esmalglass-Itaca and Colorobbia. All sponsors, both principal and official, have an agreement with the club until the end of June 2019.

For its part, the entity stadium also has official partners: Cicogres, Incogres, ICA, Vidres, Quimicer, Gizemfrit-Megacolor and Kerakoll. The logo of all the companies considered official partners appears on the facade of the Main Stand; and all of them have an agreement with the club until the end of June 2019, except for Cicogres which is extended until June 2020.

## Villarreal CF Contributors

Villarreal CF has more than a hundred clients with whom it has collaboration agreements. These agreements include less consideration than those mentioned above. Among the most outstanding are:

Mediapro is a leading group in the European audio-visual sector unique in content integration, production and audio-visual distribution. The group has television rights of LaLiga Santander, so during the games they have minutes in the UTV.

Ambulances CSA is a sanitary transport company in Castellón, with the presence of ambulances and sanitarians in all the matches of the 'Estadio de la Cerámica'. The company has a box in the area of 'Casals Blaus'.

BP gas stations have a collaboration agreement with Villarreal CF, for which the company enjoys local publicity and a box in the 'Casals Blaus' area. In addition, with the season ticket of Villarreal CF, an exclusive bonus card is given, with which the club's subscribers save 3 cents per litre if they refuel at BP service stations.

Cartonajes Europa is a manufacturer of corrugated cardboard boxes, in agreement with the club has season tickets in the Super Tribune and local advertising areas.

Infisport, a sports supplement company for athletes, collaborates with Villarreal CF and, as counter-benefits, enjoys publicity on social networks and on the video-scoreboard.

El Periódico Mediterráneo collaborates with Villarreal CF and exchanges counter-benefits, of which the newspaper favors a box in the 'Casals Blaus' area, advertising, social networks, events and promotions, among others.

Tecosint, a construction materials company, has subscriptions in the Super Tribune zone and advertising during the first team matches at the 'Estadio de la Cerámica'.

### **3.1.3.6. Cultural Resources**

Villarreal CF is a family club, athletically settled in the elite, which bets continuously and firmly for its academy. Organized with a clear, stable structure and a visibly recognized board, the club promotes the sport of the province of Castellón through different sponsorship and collaboration agreements. In addition, the entity waives any type of public subsidy, since it considers that public money must be used for more important purposes; so it is distinguished as a model club, economically healthy and pursuing economic balance.

### 3.1.4. Corporate Social Responsibility (CSR)

'Endavant' is the slogan that Villarreal C.F has adopted, through which it carries out its Corporate Social Responsibility program, with the aim of transmitting and representing the values of the club through different activities that it has been carrying out for more than a decade with social, cultural, sports and educational purposes.

Within the ambitious project 'Endavant' there are different areas in which it has been divided to try to reach as many users and beneficiaries as possible.



'Endavant Esports' was the germ of the project 'Endavant' since the sponsorship of athletes was the first stone of it.

Since 2004 the club sponsors athletes and clubs of the province, collaborating in the growth and promoting the progress of the elite sport in Castellón. This support initiative began with Pablo Herrera, born in the Grao de Castellón, after achieving the silver medal at the Athens Olympic Games in 2004 in beach volleyball. Subsequently, the club has been expanding its economic collaboration - in addition to the use of medical facilities and services - to a multitude of athletes and disciplines. Moreover, for the Beijing 2008 Olympic and Paralympic Games, Villarreal CF awarded scholarships to those who had the option to participate and doubled the amount to those who finally succeeded. In the Rio 2016 Olympic Games, the club also awarded scholarships to 16 athletes.



Currently, 'Endavant Esports' has a large number of sponsored clubs from different disciplines:

1. CA Playas de Castellón.
2. TAU Castelló.
3. CV l'Illa-Grau.
4. CV Mediterráneo.
5. CV Grau Castelló.
6. Vila-real Bàsquet Club.
7. Peñíscola FS Rehabmedic.
8. Club Auto Vila-real FS.
9. CD Balonmano Castellón.
10. Club Natación Castalia Castellón.
11. Club Atletisme Vila-real.
12. Club Waterpolo Castellón.
13. CFS Bisontes Castellón.
14. Club Patí Castalia.
15. Club de Handbol Vila-real.
16. Club Esportiu Bàsquet Vila-real.
17. Club Natació Vila-real.
18. Nou Bàsquet Femení de Castelló.
19. Club Eolo Castellón.
20. Club Taekwondo Granjo.
21. Club Patí Vila-real.
22. Club Triatló Vila-real.
23. Hockey Club Castellón.
24. Club de Tennis Vila-real.

With regard to the individual athletes that are sponsored by Villarreal CF, they are the following:

1. Pablo Herrera (beach-volley).
2. Roberto Bautista (tennis).
3. Sebastián Mora (cycling).
4. Sara Sorribes (tennis).
5. Ariadna Edo (paralympic swimming).
6. Vicente Arzo (adapted cycling).
7. Lidón Muñoz (swimming).
8. Pablo Torrijos (athletics).
9. Claudia Conte (athletics).
10. Aitana Safont (athletics).
11. Clara Arnau Ferrer (athletics).
12. Osarumen Odeh (athletics).
13. Rafael Culla Leal (golf).
14. Marta Fernández Soler (canoeing).
15. Vicente Claramonte Ballester (canoeing).
16. Puchol II (pilota valenciana).
17. Jorge Dávila López (athletics).
18. María Palacios (golf).
19. Carla Masip (athletics).
20. Pau Borillo (athletics).
21. Yunier Pérez (athletics).
22. Carmen Jiménez (pilota valenciana).
23. Héctor Gasulla (athletics).
24. Raúl Schelcht (athletics).
25. Eloy Hornero (athletics).

It should also be noted that 'Endavant Esports' collaborates with Penyagolosa Trails and 'La Marató dels Dements'. It also has a section dedicated to 'Pilota Valenciana' and organizes the 'Villarreal CF Trophy of Pilota Valenciana'. In total, 'Endavant Esports' brings together almost 12,000 athletes from the province in its different variants.

In the 2015/2016 season, 'Endavant Futbol Provincial' was born. The collaboration project with the base football schools of Castellón is aimed for the basic categories of all clubs in the province. With this agreement, Villarreal CF offers the clubs a health care service and these have an economic benefit for players who join the front-line teams of Villarreal CF.

Another remarkable detail is that Villarreal CF also cares about the training of the technicians and carries out an educational program for the coaches of the agreed clubs.

Villarreal CF has signed collaboration agreements with the following clubs and schools in the province of Castellón:

- |                               |                                |
|-------------------------------|--------------------------------|
| 1. CF Racing Onda             | 18. CD Semprrerapid            |
| 2. Benicarló Base Fútbol      | 19. CF L'Alt Maestrat Promeses |
| 3. UD Vall de Uxó             | 20. CD Altura                  |
| 4. ACD Benicense              | 21. CF Platges de Moncofa      |
| 5. Alqueries CF               | 22. Club Almenara Athletic     |
| 6. Andiamo Vila-real CF       | 23. EF Benicató                |
| 7. CF At. Burriana-Salesianos | 24. Esportiu Vila-real         |
| 8. Burriana FB                | 25. Vinaròs EFC                |
| 9. CD Almazora                | 26. CF Jubelama de Castellón   |
| 10. CD Betxí                  | 27. Nules CF                   |
| 11. CD L'Alcora               | 28. Renomar Els Ports FC       |
| 12. CD Salesianos Burriana    | 29. ACD Peñíscola              |
| 13. Athletic Baix Maestrat    | 30. CF Les Palmes de Castelló  |
| 14. CD Vinromà                | 31. UD Sant Mateu              |
| 15. CF United Vinaròs         | 32. CD Jérica                  |
| 16. CE Xilxes                 | 33. La Vilavella CF            |
| 17. CF Alcalá                 |                                |

On the other hand, it maintains a broader collaboration agreement, since it includes more considerations, with:

1. CD Roda
2. Primer Toque CF
3. Escuela de Fútbol Torre-Pacheco
4. Kelme CF
5. CD Oliver
6. UD Alginet
7. A.D.I.U.R
8. Mislata Unión de Fútbol
9. CD Floresta



Another aspect in which the entity pays special attention is children. Since 2007, Villarreal CF has its own children's club, 'El Club Groguet', with more than 10,000 members and whose main objective is to inculcate values such as sports, health and equality among the smallest 'groguet' followers.

For this purpose, it has the following sports, leisure and solidarity activities:

The initiative 'Una Estrella en Tu Cole' consists in the visit of players of the first team of the club to the school centres of the province, in a fun day where they are photographed, they sign autographs and answer the questions of the smallest ones through a curious interview. This season, for the first time, the girls of the female team have joined this initiative, so that several of them have gone to schools in the province of Castellón to tell their experience as athletes and convey the values of healthy living, fellowship and teamwork among young students.

The 'Estadio de la Cerámica' is attended by thousands of young fans. In the area of 'Casals Blaus', there are two boxes reserved for the children of the house, in one of them, the 'Club Groguet' members whose birthday has been the week before the game are invited. In the other, children of youth soccer teams that participate in the biweekly contest organized by the Mediterranean Newspaper enjoy the meetings.

Meanwhile, the 'Groguet Centres' can enjoy of a free visit of the club to centre, can live a match at the 'Estadio de la Cerámica', with a guided tour through it and, moreover, a final course party.

On the other hand, on match days, the club offers various services and activities for the little ones. The 'Estadio de la Cerámica' has a playroom, a free service the days of match at home. The playroom has 20 seats per meeting and there the subscribers can leave their children from 30 minutes before the meeting and with prior reservation. In addition, on the days of league or 'Copa del Rey' matches, there is the possibility of taking a photo with the official team before the game. For their part, Very Yellow People (VYP) children enter different draws to be able to participate and be protagonists on European competition events, coming out by the hand of both teams and carrying the ball of the match in the centre of the field of the stadium.

The club also offers to the little ones the chance to enjoy and celebrate their birthdays, baptisms or communions in the yellow temple.

Finally, the club organizes a host of activities throughout the season for children of the entire province as children's parties and exclusive contents. Moreover, the club, in collaboration with the local cinema (Cines Sucre), takes the little ones to enjoy films for a small fee, this is for all club members under 14 and members of 'club Groguet', as well as their companions. In addition, they will have the opportunity to take photos with 'Groguet'.



The club maintains an agreement with different centres, Universitat Jaume I (UJI), the CEU-Universidad Cardenal Herrera and the IES Miralcamp; to promote training, searching, the dissemination of knowledge and the innovation in the sports field, in addition to distributing scholarships to its athletes. This initiative has been launched by 'Endavant Formació'.

Named 'Endavant Cátedra Villarreal CF del Deporte' is the agreement signed in December 2012 with the UJI, whose main lines of work are the following:

- Conducting educational and informative activities with national and international orientation, as well as courses and conferences on sports.
- Programs to help elite athletes students of the UJI, with an endowment of 30.000€ per course.
- Participation in research projects in the field of physical activities. Has collaborated with projects as 'Penyagolosa Trail Saludable'.
- The official radio program of Villarreal CF is done entirely by journalism students of UJI, through the 'Vox UJI Ràdio'.
- The club allocates 120 tickets from the North Stand area to the university centre (except Real Madrid, FC Barcelona and Valencia CF matches) for sale among students at a price of only 10€, or 5€ in case of having the sports card of all the zones of the campus, being elite athlete or being member of the university team. The money raised is used to reinforce the program of the 'Endavant Cátedra Villarreal C.F del deporte'.

The 'Cátedra' will be directed by the professor of the Department of Education of the UJI and director of the sports Service, Carlos Hernando. In addition, the scope of action will be in Vila-real, the province of Castellón and the Valencian Community.

The 'Aula Endavant' is the agreement signed in October 2015 between Villarreal CF and the CEU-Cardenal Herrera University. The main lines of work of the agreement are the following:

- Performance of various joint actions in health and nutrition to be developed in schools, sports and cultural centers of towns throughout the province of Castellón.
- Implementation of a Physiotherapist program, where students and professors of the CEU-UCH will develop practical sessions and research initiatives with the teams belonging to Villarreal CF and with the sports clubs that are part of the 'Endavant' project.
- Students and teachers of the Degrees of Nursing, Medicine and Gastronomy will give sessions to children of province educational centres, around health in sports and nutrition and health life.
- School children of Castellón will also be recipients of the training sessions on the culture of improvement and entrepreneurship that will be taught by students and teachers of the Education Degree.
- Specific educational integration program for the students of the Soccer School of Villarreal CF, which will contain aspects related to training in transversal skills.
- Program for the management of the public screening of 'Endavant' brand and support program for the management of the club's communication. In both will participate students and professors of the Journalism, Advertising, Audiovisual communication and marketing degrees.
- Scholarships for Castellón students with an excellent academic record, who wish to take a degree at CEU-UCH.

Villarreal CF and IES Miralcamp of Vila-real have a collaboration agreement that serves to establish joint lines of action to enhance the importance of an education based on the acceptance of individual differences and the appreciation of these as a personal and social enrichment. The two entities collaborate in the integral formation of the students; many yellow youth players have been studying for many years in this high school of Vila-real, taking advantage of being only a few meters of the Villarreal CF training ground.

The Villarreal C.F shows its most supportive side by collaborating economically and socially with countless Non-Governmental Organizations (NGO's), institutions, foundations, associations and centres –mainly of Castellón and the Valencian Community-, such as the Roig Alfonso Foundation, Trinidad Alfonso Foundation, ASPANION, Cáritas, La Panderola, Afanías, Okihobo o Asindown, among many others.

The most outstanding solidarity initiative of the 2014/2015 season was, without a doubt, 'Unidos por la Esperanza', a project promoted by the 'Celtic Submarí' Fan Club aimed to finance a line of research to improve the quality of life of children who exceed the child cancer.

In the 2015/2016 season, the club launched the Intellectual Disabled School (EDI) project, with the firm objective of integrating all the 'grogquets', whatever their condition. Currently, Villarreal CF has three EDI teams, which participate in different competitions, composed entirely by disabled players from special centres as the Occupational Centre or La Panderola of Vila-real.

Through the 'solidarity stand', the Villarreal CF gives a package of tickets, which vary according to each meeting, to the different NGOs with which it collaborates. Each association or foundation can sell the locations through its own channels and receive the full amount of each sale. In this way, the club benefits from increased assistance in the stands and allows each entity to raise funds for its own financing or start different projects.

For highlighting another charitable activity of the club, which supports, it's important to talk about the collaboration with 'Conquistando Escalones'. Launched in 2015 and in which the club puts within reach of the association all the means at its disposal to help it raise as much money as possible in order to try to fund different research channels to be able to get the cure.



In the 2015/2016 season the club launched the initiative 'Endavant Igualtat', unprecedented in Spain, in which each 11-a-side yellow base football team sponsored a special centre of the Castellón province. The initiative consists on conducting coexisting activities throughout the season, with periodic meetings both in the centres of the associations and in the Villarreal CF facilities. As far as possible, the members of the centres attend the matches and encourage their teams in the Villarreal CF training grounds. The Department of Psychology and Methodology of the club is committed to the education and personal development of the players. The exchange of values drives and favours the growth of both parties, young footballers see with their own eyes the reality of life outside the world of sport and the users of the associations interact with them, learning the values of the world of sports and sharing experiences.

The centres sponsored by the different teams are the following:

- Asociación Aspropace
- CEEM La Bartola
- Fundación Síndrome de Down Castellón
- Centro de Autismo CAU
- Centro Reeducativo de Menores Pi Gros
- Residencia de tercera edad Virgen de Gracia de Vila-real
- "Naturaleza y Ecología"
- Creixem
- Adopta Un Perro Abandonado "AUPA"





The entity has become an ambassador of the most representative populations of the province with the aim of promoting tourism in Castellón, promoting social and cultural activity, one of the basic engines of the economy, spreading its products, events and most representative destinations.

For this reason, 'Endavant Província' provides all the means at its disposal to promote the tourist promotion of a specific population in each match that is played in the 'Estadio de la Cerámica'.

The week before the game, the ex-footballer Marcos Senna, ambassador of the club, and five technicians of the base soccer move to the promoted town to give a clinic for the youngest. In turn, the club places at the disposal of each municipality its different official means of communication for the promotion throughout the week, as well as the video scoreboard during the match.

On the other hand, Villarreal CF offers an exchange of tickets so that citizens of the population can enjoy the match. In addition, the authorities of each municipality are part of the lunch/dinner of directors of the clubs, in which typical products of the area are cooked by a local restaurateur; and they attend as guests of luxury in the box of authorities.

Finally, the municipal music band of the town is also part of the party of the match, performing some pieces in the preview and at the break of the match on the pitch at 'Estadio de la Cerámica'.



The club launched 'Endavant Cultura' with the clear objective of promoting aspects of cultural life both in the province of Castellón and the surroundings of the Submarine. Thus, the club carries out actions that promote and complement both leisure and sports among citizens.

'Endavant Cultura' was born with a luxury collaborator: the International Festival of Benicàssim (FIB), one of the showcases with the greatest international impact in the province. The collaboration is dynamic, with continuous actions.

In 2017 the submarine joined the centennial promotion of the discovery of the cave paintings of the famous 'Cova dels Cavalls' in Tirig.

On the other hand, the club collaborated economically with the publication of the book 'Dies de Futbol', written by the 'vila-realense' Luis Aleixandre, a fictional story of a fan of Villarreal CF with which the yellow followers can feel identified and represented.

The 2018 Christmas spot was also part of the 'Endavant Cultura' initiative, collaborating with the director of Vila-real, Sergi González.

## 3.2. External Analysis

### 3.2.1. General Environment (PESTEL Analysis)

#### POLITICAL ANALYSIS:

With regard to the Villarreal CF political framework surroundings, being a team of the Spanish First Division of football is governed by the LFP (Professional Football League) and the RFEF (Royal Spanish Football Federation), which, although they are different entities coordinated among them, are responsible for organizing professional football competitions in Spain. In addition, when it comes to participating in European competitions, it is UEFA and FIFA which set the guidelines to follow. On the other hand, Villarreal CF is a Public Limited Sports Company (SAD) and, as such, it is governed by Royal Decree 1251/1999, of July 16, on sports anonymous companies. This law imposes the obligation to become a Public Limited Sports Company to compete in the professional category, that is, in the case of the yellow club, in LaLiga First and Second Division.

As for the current situation in Spain, the high levels of corruption and the great uncertainty surrounding the crisis has affected the club in past seasons. But currently it has all his accounts sanitized. Despite this situation, many municipalities, councils and autonomies usually deliver, directly or indirectly, subsidies to elite teams in their territory. Although, it should be remembered, in 2012 Villarreal decided to dispense with any subsidy from public institutions or agencies (Mateu, I; 2012).

Finally, it should be noted that the relationship maintained by the club with the Vila-real City Council is really excellent. They work together, sharing projects and facilities, for the benefit of all.

## ECONOMIC ANALYSIS:

In relation to the external economic analysis of the club, as explained above, Spain is in a situation of uncertainty in reference to the economic crisis, which affects many families in the territory, with unemployment still very high. Therefore, the fans of the Spanish football clubs demand economic prices of season tickets and match tickets, which they can face and thus be able to enjoy their team.

On the other hand, the LFP establishes maximum salary caps for the Spanish first division and second division clubs (Table 2). The established figure is set taking into account the real income obtained last season, reducing non-sports expenses.

**TABLE 2: SPORT TEMPLATE COST LIMIT**



The image shows a screenshot of the LaLiga Santander website displaying the maximum salary caps for the 18/19 season. The data is presented in two columns, with the left column listing clubs and their caps, and the right column listing clubs and their caps. The clubs are sorted by their cap amount in descending order. The data is as follows:

Club	Cap (in thousands of euros)
ATHLETIC CLUB	87.869
FÚTBOL CLUB BARCELONA	632.971
REAL CLUB DEPORTIVO ESPANYOL	56.774
REAL MADRID CLUB DE FÚTBOL	566.530
CLUB ATLÉTICO DE MADRID	293.000
SEVILLA FÚTBOL CLUB	162.783
REAL BETIS BALOMPIÉ	97.112
REAL SOCIEDAD DE FÚTBOL	80.808
LEVANTE UNIÓN DEPORTIVA	52.369
VALENCIA CLUB DE FÚTBOL	164.684
DEPORTIVO ALAVÉS	39.193
VILLARREAL CLUB DE FÚTBOL	109.126
REAL CLUB CELTA DE VIGO	50.970
RAYO VALLECANO DE MADRID	33.077
REAL VALLADOLID CLUB DE FÚTBOL	23.862
CLUB DEPORTIVO LEGANÉS	52.864
GIRONA FÚTBOL CLUB	36.755
SOCIEDAD DEPORTIVA EIBAR	41.258
SOCIEDAD DEPORTIVA HUESCA	29.328
GETAFE CLUB DE FÚTBOL	39.245
REAL SPORTING DE GUÓN	10.917
REAL CLUB DEPORTIVO DE LA CORUÑA	18.513
CLUB DE FÚTBOL REUS DEPORTIU	3.157
CÁDIZ CLUB DE FÚTBOL	7.903
GIMNÀSTIC DE TARRAGONA	5.244
REAL CLUB DEPORTIVO MALLORCA	6.928
CLUB ATLÉTICO OSASUNA	11.118
CLUB DEPORTIVO TENERIFE	8.372
ELCHE CLUB DE FÚTBOL	3.856
REAL OVIEDO	8.020
GRANADA CLUB DE FÚTBOL	9.543
REAL ZARAGOZA	6.367
ALBACETE BALOMPIÉ	6.642
CLUB DEPORTIVO NUMANCIA DE SORIA	5.988
UD LAS PALMAS	19.284
CLUB DEPORTIVO LUGO	5.114
CÓRDOBA CLUB DE FÚTBOL	3.931
AGRUPACIÓN DEPORTIVA ALCORCÓN	5.087
CLUB DE FÚTBOL RAYO MAJADAHONDA	4.046
UNIÓN DEPORTIVA ALMERÍA	6.988
MÁLAGA CLUB DE FÚTBOL	25.245
EXTREMADURA UNIÓN DEPORTIVA	5.155

Datos en miles de euros

Source: Official website LaLiga Santander

This template cost limit is the maximum amount that each club can consume during the 18/19 season, and includes spending on players, first coach, second coach and physical coach of the first team. In addition to spending on subsidiaries, the youth squads and other sections. In the case of Villarreal CF, it is the sixth club with the highest budget in the category.

For its part, UEFA's Financial Fair Play monitors the income and expenditure of clubs with the intention of providing them with viability in the medium and long term. This means that the teams should not have debts with other clubs, players or tax authorities and should not spend more than they earn. (Las Provincias; 2013)

Another factor that affects the economic environment of Villarreal CF is television rights. Below it can be observed (Table 3) the amounts of money received by the First and Second Division teams in terms of television rights last season. As it can be seen, Villarreal CF was the seventh club that most perceived in the season 17/18.

Finally, it is worth noting the competitive environment surrounding Villarreal CF, in which there are football clubs with a very high purchasing power (as is the case of Real Madrid or FC Barcelona).

**TABLE 3: TELEVISION RIGHTS**



LaLiga Santander			TEMPORADA - 2017/18 -			LaLiga 123		
	Ingresos	Obligaciones		Ingresos	Obligaciones			
ATHLETIC CLUB	73,2	-5,1	REAL SPORTING DE GIJON, S.A.D. *	19,3	-0,7			
FUTBOL CLUB BARCELONA	154,0	-10,8	C.F. REUS DEPORTIU, S.A.D.	5,6	-0,4			
R.C.D. ESPANYOL DE BARCELONA, S.A.D.	52,4	-3,7	CADIZ CLUB DE FUTBOL, S.A.D.	7,6	-0,5			
REAL MADRID CLUB DE FUTBOL	148,0	-10,4	GIMNASTIC TARRAGONA, S.A.D.	5,6	-0,4			
CLUB ATLETICO DE MADRID, S.A.D.	110,6	-7,7	CLUB ATLETICO OSASUNA *	19,0	-0,6			
SEVILLA FUTBOL CLUB, S.A.D.	74,0	-5,2	CLUB DEPORTIVO TENERIFE, S.A.D.	7,6	-0,5			
REAL CLUB DEPORTIVO DE LA CORUÑA, S.A.D.	46,0	-3,2	CULTURAL Y DEPORTIVA LEONESA, S.A.D.	5,4	-0,4			
REAL BETIS BALOMPIE, S.A.D.	52,9	-3,7	RAYO VALLECANO DE MADRID, S.A.D.	6,8	-0,5			
REAL SOCIEDAD DE FUTBOL, S.A.D.	61,5	-4,3	REAL OVIEDO, S.A.D.	6,7	-0,5			
LEVANTE UNION DEPORTIVA, S.A.D.	45,1	-3,2	REAL VALLADOLID CLUB DE FUTBOL, S.A.D.	7,1	-0,5			
VALENCIA CLUB DE FUTBOL, S.A.D.	65,7	-4,6	GRANADA CLUB DE FUTBOL, S.A.D. *	22,9	-0,6			
DEPORTIVO ALAVES, S.A.D.	46,1	-3,2	REAL ZARAGOZA, S.A.D.	7,6	-0,5			
VILLARREAL CLUB DE FUTBOL, S.A.D.	65,5	-4,6	ALBACETE BALOMPIE, S.A.D.	5,4	-0,4			
REAL CLUB CELTA DE VIGO, S.A.D.	52,9	-3,7	CLUB DEPORTIVO NUMANCIA DE SORIA, S.A.D.	5,6	-0,4			
CLUB DEPORTIVO LEGANES, S.A.D.	43,3	-3,0	CLUB DEPORTIVO LUGO, S.A.D.	6,1	-0,4			
GIRONA FUTBOL CLUB, S.A.D.	43,3	-3,0	CORDOBA CLUB DE FUTBOL, S.A.D.	6,8	-0,5			
SOCIEDAD DEPORTIVA EIBAR, S.A.D.	46,3	-3,2	SEVILLA ATLETICO CLUB	5,5	-0,4			
UNION DEPORTIVA LAS PALMAS, S.A.D.	46,8	-3,3	SOCIEDAD DEPORTIVA HUESCA	6,7	-0,5			
GETAFE CLUB DE FUTBOL, S.A.D.	44,5	-3,1	FUTBOL CLUB BARCELONA "B"	5,5	-0,4			
MALAGA CLUB DE FUTBOL, S.A.D.	53,5	-3,7	AGRUPACION DEPORTIVA ALCORCON, S.A.D.	6,4	-0,4			
<b>TOTAL:</b>	<b>1.325,8</b>	<b>-92,8</b>	UNION DEPORTIVA ALMERIA, S.A.D.	6,1	-0,4			
			LORCA FUTBOL CLUB	5,2	-0,4			
			<b>TOTAL:</b>	<b>180,6</b>	<b>-10,3</b>			

Datos en millones de euros

Source: Diario Marca.com

## SOCIAL ANALYSIS:

Regarding the socio-demographic profile of the population of Vila-real, it can be found in the official website of the council, that of the 50,901 inhabitants of the city in 2018, the majority are between 40 and 50 years old. In addition, it can be seen that the groups of young ages are very numerous.

On the other hand, sports practice has a great impact in the city, with more than 40 sports clubs. Among which is the Villarreal CF that supports the vast majority of entities and athletes. In addition, for the population of Vila-real the yellow club is the reference of Spanish football and most of the inhabitants are amateurs and subscribers of the submarine.

In reference to the fans, it can be highlighted the possible presence of ultras in the matches, which follow some beliefs and ideas that may endanger the sports institution and provoke fear among the fans. Although LaLiga and the clubs themselves are expelling these ultras from the football fields, and thus ensure the safety of the sport and enjoy a favourable environment.

Finally, it is important to highlight the revolution of betting houses for a few years. Many people decide to bet on matches with high returns that generate significant income. This factor positively affects the clubs, since these bettors are interested in the teams to a greater extent, generating eagerness and enthusiasm for the club. Similarly, it creates a contradiction since the world of gambling and betting does not represent the values of football clubs.

## TECNOLOGICAL ANALYSIS:

In the technological environment it is important to highlight social networks. The number of users in social networks is growing more and more and its impact is immense. Therefore, football clubs use this means to be in direct contact with their fans, whether through Instagram, Facebook or Twitter, daily update their networks and publish all the news of the team and the institution. In addition, they also have an official website, where all the information of the club appears, and where it can be bought tickets for the matches. Many of the teams also have an official online store, such as Villarreal CF.

The technological advances have benefited the sport in general, making easier the practice of the sport in question, from improvements in the tools or materials with which to practice the sport and compete, to make a specific follow-up of the performance of any athlete, to plan a training, to offer the viewer better techniques with which to see the sporting event and make it part of it.

Since the current season, LaLiga Santander has launched the VAR, a video technology system that helps the referee in specific and important decisions during the course of a game. This is intended to eliminate the controversy on certain occasions, so it may end up favouring clubs.

Finally, observing the yellow club environment, the city is close to the Castellón airport, as well as to the Manises airport (Valencia). As for the roads, through the same city passes the national N-340 and the AP-7 highway.

### **ECOLOGICAL ANALYSIS:**

The city of Vila-real is located 7 km south of Castellón de la Plana and about 60 km north of Valencia. It is the city of greater population of the province after Castellón and the tenth of the Valencian Community. Therefore, being located on the Mediterranean coast, the climate in Vila-real is pleasant.

Regarding the environment, in Law 10/1990 on Sport, a section appears in which this field is regulated. It must collaborate in the field of environment and defense of nature with other public entities with competence in it and with the federations, especially related to them.

### **LEGAL ANALYSIS:**

In the case of the legal environment of sports clubs, the legal factors that most affect are labour regulations and fiscal policy, as well as other regulations imposed by sports administrations for competitions in which the club participates. In the specific case of Villarreal CF, the club is governed by the regulations of LaLiga, UEFA and the RFEF. On the other hand, they also depend on the Regulation for Television Retransmission (LaLiga Santander; 2018), directed by LaLiga and that has given rise to a new organizational framework for the LaLiga Santander and LaLiga 1 | 2 | 3 teams since it regulates all the areas involved in which each party in the competition is a quality show.

On the other hand, as explained above, there is a Sports Law that regulates SAD. Similarly, UEFA's Financial Fair Play controls the income and expenses of the clubs.



### 3.2.2. Specific Environment (Porter's 'Five Forces' model)

- **Threat of new entrants**

Due to the fact that the sports club industry presents strong barriers to entry, either due to the rise or fall of a category, participation in European competitions is awarded to clubs that have been at the top of the ranking, among others motives. The level of intensity in the sector is low, since there is no threat of new entrants; in addition, another entry barrier is the large capital that would be necessary to form a sports club, from the facilities to the players, and the time it takes to compete in the elite.

- **Competitive rivalry**

A concentrated industry in the world of football generates, therefore, a high rivalry among competitors. In the case of Villarreal CF, its competitors are the rest of the clubs that participate in the competitions where it is registered, but not only are they opponents in the competitions, but also in the recruitment of followers, in the acquisition of new players or in the merchandising. Each season is a new opportunity for all teams, which start from scratch, which increases the level of rivalry between them. In addition, the fanatics further increase that rivalry, that competition, with their feelings and their enthusiasm. They are loyal to their team and their competence goes beyond football.

- **Bargaining power suppliers**

The bargaining power of suppliers is high. In the case of the Spanish king sport industry, there are many suppliers for a product with a unique and differentiated value. These suppliers look for in the teams' the relationship with an elite team, which in addition to the publicity that will come to exploit, seeks that in them there are star players, with which their brand can shine.

- **Bargaining power customers**

In relation to the bargaining power of the buyers, it can be said that it is low. That's because of the large number of existing buyers, from club members, team fans or viewers around the world. With this, this high number of customers, compared to the power over the prices of the industry, is almost null. The buyers do not affect the bargaining power backwards, that is, said diminishing power is greater.

- **Threat of substitute products**

There is a wide variety of entertainment that can replace football, be it all kinds of sports or even movies, concerts or theatre, among others. Despite such substitutes, football is the king sport per excellence in Spain, and therefore if an amateur is a follower of a team, it is difficult for that consumer to prefer another entertainment activity to watch a football game of either his team or any other. Therefore, the substitution propensity of football fans is very low, they usually take a life-long choice, always follow their team.

### 3.3. SWOT Analysis

The following table (Table 4) presents a summary of the analysis carried out in relation to Villarreal CF in the 2018/2019 season.

**TABLE 4: SWOT ANALYSIS**

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>• Sporting success</li> <li>• Problems between players and management</li> <li>• Less popularity than other Spanish clubs → Media impact</li> <li>• Languages Web page</li> <li>• Limited economic budget</li> <li>• Subscriber database</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of other clubs</li> <li>• Increasingly expensive soccer market</li> <li>• Match schedule</li> <li>• Matches at pay TV</li> </ul>
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Solid corporate image</li> <li>• Team of the province</li> <li>• 'Endavant' brand</li> <li>• Sanitized budgets and finances</li> <li>• Social networks</li> <li>• Sponsors</li> <li>• Sporting facilities</li> <li>• Youth academy</li> <li>• Prices of loyal followers' subscribers</li> </ul>	<ul style="list-style-type: none"> <li>• International Department – foreign markets</li> <li>• Upcoming technological advances</li> <li>• Web improvement</li> <li>• Expand 'Endavant' with more social actions</li> <li>• Exploitation 'Estadio de la Cerámica'</li> </ul>

Source: Own Elaboration

Next, each of the points in the table of the SWOT analysis is specifically detailed.

### **WEAKNESSES:**

The club presents a series of weak points to which it must face. On the one hand, every football team, plus one of the First Division, crave a large number of trophies in their record, in addition, these titles attribute some superiority to the team, Villarreal CF lacks such titles. The team only has two Intertoto Cups, despite having achieved great milestones in history, reaching the Champions League semi-finals or finishing runner-up in the 2007/08 season. For all this, Villarreal CF is known throughout the national and international scene, but it has less popularity than other Spanish clubs; that is, it attracts a reduced social mass compared to other first-class clubs. Consequently, the media impact is another of its weaknesses.

On the other hand, looking from the perspective of the management of the club, inside Villarreal CF, as in any football club, there is the possibility that there are problems between a player and the management, but these issues have solutions and it is something that is must be considered. In addition, it is important to emphasize that the club does not have a complete database of subscribers, something that an elite club should consider improving. On the other hand, it should also be important to improve its official website, or specifically offer it in more languages, apart from Spanish, Valenciano and English.

Finally, as explained previously in the PESTEL analysis, the LFP establishes salary caps for each of the first and second division teams; although Villarreal is not one of the teams with the lowest budget, its budget is limited compared to other clubs in the same category.

## **THREATS:**

In relation to the possible threats in which the club can be involved, two of them are the purchasing power of other clubs and, also, that of the fans. Both powers affect Villarreal CF; the competitors are a great threat to the club, and more if their purchasing power is high. On the other hand, the economic capacity of their hobby, if they do not have the necessary capital to deal with their subscriptions, tickets or trips to encourage the team, or even purchases that can be made of club items. In addition, currently the vast majority of football matches are broadcast by pay television, something that not all fans can afford. As it can be seen, the football market is saturated and increasingly expensive in all respects, unlike other sports.

Finally, it is worth highlighting one of the greatest threats that the yellow entity can be affected, the schedules of the matches. It's something that has brought controversy between the fans and even the clubs, and that controversy can affect the attendance at home games.

## **STRENGTHS:**

The first and main strength of Villarreal CF is its solid corporate image, as well as being the team of the province and moving a large amount of social mass in it. On the other hand, another of its strengths is, without a doubt, its budget and having the finances sound, which manages to increase its transparency.

The 'Endavant' brand, through which it carries out its Corporate Social Responsibility program, makes the club great and shows its solidarity and values and represents them for social, cultural, sports and educational purposes.

For all football teams the sponsors are important and Villarreal has managed to adapt the perfect formula to get more funding with more sponsors. The reform of the then called 'El Madrigal' stadium, brought with it endless sponsors of the ceramic sector, becoming the yellow stadium the 'Estadio de la Cerámica'. The club has managed to make its stadium profitable in this sense and thus get more sponsors, apart from existing ones.

On the other hand, other strengths of Villarreal CF are its sports facilities, the academy and the use it makes of social networks, as well as the prices of subscriptions for those most loyal fans.

### **OPPORTUNITIES:**

In reference to the opportunities that are presented to Villarreal CF and that can exploit are the following. The foreign market is a key project for the expansion of the club, since the International Department has already begun to exploit this point but there is still much work to be done and many countries to get there. On the other hand, as has been mentioned previously, Villarreal CF has one of the best youth academies in Spain, something that should not be neglected and that is paying off and will continue to do so if the level of previous campaigns is maintained. Like the youth team squads, the 'Endavant' project is unique in the industry, so it should not stop carrying out more social and cultural actions, making the club more representatives in said corporate social responsibility.

Another of the opportunities offered to the club is the improvement of its website, as well as the expansion of technological advances to get to be at the highest levels of Spanish king sport. On the other hand, Villarreal have dedicated fans, who expect a lot from their club and live the colours to the fullest, therefore, the club could keep track of these fans and make them more participants in the meetings, thus getting more support.

Finally, a point that has not been known to exploit well are the dependencies arising in the 'Estadio de la Cerámica' with the remodelling that has been carried out in recent years. These facilities could host events, presentations or company lunches, but the club has not known or been able to market them among companies that could rent them.

# 4. Positioning and Target Audience

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## 4.1. Positioning

There are a multitude of clubs, some bigger and others smaller, but what interests each of the clubs is to be related to a series of attributes that mark the difference between their brand and those of the competence.

Analysing a series of differentiating axes, we will then position the most direct competitors of Villarreal CF.

In relation to the geographical axis, it is about exploiting the characteristic features that make up the town, city, province or community. Therefore, Villarreal CF competes with the Castellón CD, in reference to the provincial club. If we expand to the regional scope, taking into account the clubs of the Valencian Community in the First Division, its competitors are Valencia CF and Levante UD.

Visualizing the axis of solidarity and values, the Villarreal CF promotes from its brand 'Endavant' everything related to the club's CSR. Major LaLiga competitors, such as FC Barcelona and Real Madrid CF, also extol these solidarity and cultural values from their foundations. All this is due to the prestige that is granted to those clubs that are sponsored by NGOs or that attends and cares about cultural and solidarity events constantly.

Another attribute that differentiates the clubs is the legend, Villarreal does not have a great historical past with major competitions and players, however, teams like FC Barcelona, Real Madrid CF, Valencia CF and Club Atlético de Madrid, have historical legends in their ranks and even a wide list of winners.

The hobby is one of the most emblematic axes and they unite the most, it is a positioning that cares for its members and its fans, trying to make its fans love their brand and their club. Followers that overturn their passion in the form of diffusion in social networks and attendance to matches. Villarreal CF is concerned about their fans, although there is a great rivalry between them and the fans of CD Castellón and Valencia CF, which makes the feeling of the province to be divided. It should be noted that the most popular clubs in the Spanish league are FC Barcelona, Real Madrid CF and Club Atlético de Madrid.

Finally, in reference to the sporting axis, the main characteristic is the personality of the club, that is, the human profile that the brand or club emits and the values it brings to its players or employees. Villarreal CF aims to attract talent and show the success of its academy, due to the values it implements. Teams like Valencia CF, FC Barcelona, Real Madrid CF or Club Atlético de Madrid, also bet on this attribute.

It should be noted that despite this image by teams such as FC Barcelona or Club Atlético de Madrid, in relation to their sports values and example of academy, there is currently some discomfort between these teams and Villarreal CF. The statements of Fernando Roig, president of Villarreal CF, were as follows; ‘... Here I denounce it. It seems fatal to me that the big teams come to steal 15-year-old players with contracts before they become professionals, that is, the case and that they stay there. Barcelona, Atlético de Madrid and Athletic de Bilbao, one each’ (Marca; 2019).

**FIGURE 4: POSITIONING VILLARREAL’S COMPETITORS**



Source: Own Elaboration



Therefore, taking into account these axes, it can be seen that the Villarreal has very difficulties to compete and positioning itself in the axis of legend, since it does not enjoy a great historical past at the level of major competitions and players. Also in the geographical axis, since a giant like Valencia is present and there is a great competition between his hobbies, as well as that of Castellón; and in the hobby axis, since, although the number of yellow fans is increasing, the team is at a disadvantage in this respect with respect to its direct competitors.

However, there are two axes (Figure 4) in which Villarreal stands out with respect to its competitors. On the one hand, the yellow club promotes humility and healthy and sporting competition, imposing in its academy the key values to become great professionals, as well as great people. On the other hand, through the brand 'Endavant' the club intends to transmit its values, through different activities for social, cultural, sports and educational purposes.

## 4.2. Target Audience

Every company must know who its products are aimed at, so in the case of a sports entity such as Villarreal CF, its season tickets and sympathetic cards, as well as the products of the stores, tournaments or the youth squads, are aimed at to a specific target audience.

Given the variety of products and services offered by Villarreal CF, we can say that its target audience is so broad that it covers all ages and both sexes.

To begin with, football is the king sport in Spain, a large majority of citizens are fond of this sport and tend to opt for a particular team. Villarreal CF directs its products to both children and adults, aware that all ages live and enjoy their passion for football and the club. In reference to the genre to which it is addressed, most fans are usually men, but even so, a large majority of women are followers of the yellow club. On the other hand, we can say that not only natural persons are the club's target audience, but also legal entities are on Villarreal's radar as soon as they can be clients or sponsors.

In short, we can conclude that the target audience of the yellow entity are both children and adults, whether women or men, with a passion for football and in particular for Villarreal, who seek to enjoy this sport in the city of Vila -real. In addition, companies are also part of the entity's target audience, especially those that can sponsor it.

## 5. Marketing Objectives

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Through the internal and external analysis previously carried out, as well as depending on the mission, vision and values of the club, the marketing objectives of Villarreal CF that it expects to fulfil in the 2019/20 season are the following:

- Loyalty of current subscribers and an increase of 10% for the season 2019/20.
- Enhance the brand image around 25%, increasing the notoriety of the club both in the province, and internationally.
- Get up to 3 new sponsors for the next season.
- Increase the sale of the sympathizer card by 10% with respect to those issued in the current season.
- Increase visits to the club's official website and, above all, followers on social networks by 15%.
- Increase the sale of tickets for matches by 5%.
- Consolidate in a 25% the presence in the first team of home players.
- Achieve greater sporting achievements, such as the promotion of the Feminine to LaLiga Iberdrola or, achieve the classification in positions of UEFA Europa League or Champions League of the first team next season.

## 6. Marketing Strategies

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Villarreal CF will carry out various marketing strategies (Table 5) as a way to achieve the strategic objectives previously specified. The different activations that have taken place in the current season 2018/19 and those that are proposed to activate in the 2019/20 season will allow the proposed challenges to be achieved, for the next season, with the help of action plans that will be detail later.

### **Subscribers loyalty + $\Delta$ subscribers 19/20:**

The fans are one of the main sources of income of a football club, so by loyalty of current subscribers and the idea of attracting new, it is intended to increase the number of subscriptions, compared to 18,000 of the current season, for the next season, thus raising the revenues of the club.

For this, a strategy of leadership in costs and one in differentiation will be followed. On the one hand, the aim is to reduce or maintain prices as much as possible and, on the other hand, to generate innovative promotions that attract potential subscribers.

### **Enhance Brand image:**

On the one hand, it aims to increase the degree of brand recognition internationally, through a strategy of market development. With the expansion, the aim is to spread the values, philosophy and methodology of the Yellow Submarine to new international markets.

On the other hand, the degree of recognition at provincial and national level is evident, although it is important for the entity to promote the notoriety of the club in the province of Castellón. For this, a differentiation strategy will be followed with action plans that we will explain later.

### **Get up to 3 new sponsors:**

With the aim of increasing sales volume by targeting new clients, similar to existing ones, and with the same considerations, the club will follow a strategy of market penetration. With a competitive advantage in differentiation; focusing on the ceramic sector in particular.

### **Δ sale sympathizer's card:**

Through a strategy of market penetration, the club intends to increase the sale of its sympathetic card in comparison with those of the current season, in which they have sold around 100 cards at a price of 35€ each. This strategy will be carried out through advertising and promotion of the product through the official channels of the club.

### **Increase web visits + Social Networks followers:**

The club wants to promote in greater proportion the use of the social networks of the yellow club, through a strategy of differentiation. Being continuously present in them with publications and interacting with fans and supporters of the club. On the other hand, to evolve and adapt to the demands of the market, Villarreal has decided to remodel the club's official website, following a product development strategy.

### **Δ tickets sales:**

In the 2018/2019 season it has increased by 4,719 in number of tickets sold, so in the next season the club intends to increase that figure through a strategy of market penetration. For this, the strategy will be carried out through advertising and promotion in local newspapers, on the club's social networks and on the official website, for greater dissemination.

### Consolidate the presence of academy players:

Due to the current situation of the first team in LaLiga Santander, the budget for the 2019/20 season will suffer a reduction compared to the previous year. Therefore, it is important for the club to foresee several viable options to adapt to said budget. With this, thanks to the great team squads available of the club it is important to consolidate the presence of those players of the team that have risen to the first team in the 2018/19 season, and to increase that presence the following season. The strategy to follow would be a strategy of leadership in costs, since with it, the club would save new players, simply promoting young people who have trained in their teams and can become future stars.

### Achieve greater sporting achievements:

The club wants to get both its youth squads and the first team to achieve the maximum possible sporting achievements. In the 2019/20 season it is possible that the first team of the Feminine get promoted to LaLiga Iberdrola and the first team can get classified in European competitions. For this, the strategy of competitive advantage with other clubs that Villarreal has decided to implement is that of differentiation, through the action plans developed subsequently.

**TABLE 5. MARKETING OBJECTIVES AND STRATEGIES**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Loyalty of current subscribers and attracting new	Leadership in costs and differentiation
Enhance the brand image	Market development and differentiation
New sponsors	Market penetration
Increase sympathizer card sale	Market penetration
Visits website and followers Social Networks	Differentiation and product development
Increase sale tickets matches	Market penetration
Presence in 1 <sup>st</sup> team of home players	Leadership in costs
Achieve greater sporting achievements	Competitive advantage

Source: Own Elaboration

## 7. Actions Plan

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Below are the actions plan (Table 6) that Villarreal CF will carry out in order to achieve the marketing strategies described when it comes to achieving its objectives.

### **Subscribers loyalty + Δ subscribers 19/20:**

- [Action Plan: Very Yellow People Program](#)

For several seasons the club has been running the Very Yellow People program, which consists of rewarding those subscribers who have attended all or almost all home team games this season. Therefore, those fans who have missed a maximum of 3 matches, will be considered 'VYP GOLD' in the 2019/20 season, paying for their subscription a cheaper price than those who obtain the general season ticket. On the other hand, those fans who get to be 'VYP SILVER', must only have missed between 4 and a maximum of 6 games in the 2018/19 season, and will pay a price a little higher than the 'VYP GOLD' but will be lower than the general subscriptions. With this initiative that has been managed for several consecutive years, it is intended to reward the attendance of current fans and attract the attention of those potential subscribers.

- [Action Plan: Discounts and free renovations or in instalments](#)

The payment of the season 19/20 would count, as it has counted in other previous seasons, with discounts for those retired and pensioners who renew their pass or acquire a new one. In addition, those fans unemployed can renew their subscription for free or with a greater discount. All this, in order to bet on collaboration and facilitate access to the matches of the Yellow Submarine to all the fans that cannot afford to pay season tickets. On the other hand, the renewal or new acquisition of the subscriber card in instalments will be allowed, since if the income level of many fans is taken into account, they cannot afford such expenses, so they are offered options to acquire it.

- [Action Plan: YellowClub](#)

Being a subscriber of the yellow club allows, for several seasons, enjoy great advantages and discounts in stores and companies associated with Villarreal CF. Thus getting attracted to fans who seek to obtain benefits beyond football, such as free access to the cards to watch the games of 'Tau Castelló' and the 'Bisontes de Castellón'.

- [Action Plan: Traveling with the team on their moves brings rewards](#)

The proposed an action plan consists on rewarding those subscribers who decide to travel with the team to watch the away matches, with free or reduced price trips, or with two free tickets for the next game at the 'Estadio de la Cerámica'. This will encourage the team in their games as a visitor and also reward the subscriber for their delivery and loyalty to the team.

- [Action Plan: Sports slogans and campaign video](#)

To encourage those fans who do not have yet a season ticket, the club is proposed to launch a video for their subscription campaign in which they infuse feelings and emotion to the person who visualizes it, spreading it through all the social networks of the yellow club. Causing a need for reaction and attracting him to buy a season ticket for next season. All this will be accompanied by the slogans of past seasons such as #CorGroguet, #UncolorUnsentiment or # LaTeuaVeulaNostraForça, among others. Demonstrating that everything that is proposed, the club achieves it with the fans always at their side.



## Enhance Brand image:

- Action Plan: International Department

As previously explained in the section on financial resources, Villarreal CF has an international area from which the know-how of the youth squad and the club's values are exported to countries in the America and Asia. The club is proposed to try to expand to other countries during the next season through the club's international schools. Prior to establishing the schools, the department will carry out, during the 2018/19 season, clinics and tryouts in the target countries to publicize the team, its values and its methodology. In this way, it aims to attract football fans from each place and create a feeling for the club and its youth squads.

- Action Plan: International pre-season tours

We think it is a good idea for Villarreal CF to make a pre-season tour during the month of July 2019 throughout America. The main objective of this proposal is to consolidate its brand image in that continent. For this, the staff of the first team would play several friendly matches in American lands and would take advantage of their stay to visit the 'grognet' schools already established in Miami and Puerto Rico. The idea is to extend the brand to new markets and make people feel the philosophy of the club, which has led him to rub shoulders with the best of international football.

- Action Plan: 'Endavant' Project

Villarreal CF has collaborated year after year with countless associations and has made recognition to the towns of the province of Castellón, through 'Endavant Provincia'. To continue strengthening and consolidating the image of the club in the province, Villarreal CF is proposed to present the new signings of the next season in different towns of Castellón. In this way, it is intended to increase the passion for the club, extending interest throughout the province. The day, in which the signings of the club in each locality are presented, it must be a day of 'yellow festivity' and the spirit of Villarreal CF must be breathed in the streets. For this, the club will set up different activities for the little ones in each town.

### **Get up to 3 new sponsors:**

- [Action Plan: 'Estadio de la Cerámica'](#)

Attracting new sponsors of the ceramics industry is one of the club's objectives. With the remodelling of its stadium, Villarreal CF got a large number of sponsors of the ceramic sector of Castellón. But, the club thinks that it can get more by offering very beneficial considerations for the companies, in addition to a great publicity nationally and internationally.

### **Δ sales sympathetic's card:**

- [Action Plan: Publicity and promotion](#)

From the beginning of the 2019/20 season ticket, the club will launch the new sympathizer's card for the season. To increase sales compared to the 2018/19 season, the club will pull its social networks and the club's official website to promote the sale. But it is considered insufficient to increase sales, so it has been considered necessary to provide more content or renew it to encourage these sales. The proposal offered to the club is to provide a discount of 5% on the purchase of the sympathetic card to those people who have a direct family member with a season ticket 'VYP GOLD'.

### **Increase web visits + Social Networks followers:**

- [Action Plan: Web page improvement](#)

During the 2018/19 season, Villarreal CF has redesigned its website to offer an official website adapted to new technologies and trends. With a more modern and striking vision, the club plans to attract a greater number of visitors to its official website. Where you can find all the data of the club, the interviews and reviews of the matches, the schedules of all the teams and the agenda of the first team and the subsidiary, among other more news.

- [Action Plan: Social Networks](#)

The yellow club is present in the three most powerful social networks on the international scene, Instagram, Facebook and Twitter. Every day the club observes how its number of followers grows, but there is still a long way to go to match its competitors. One of the initiatives presented to the yellow club to achieve this will be direct interaction with the amateur, with contests, surveys and debates. Giving emotion to the fans and generating an increase in followers. All those contests, and even some surveys or debates, will bring prizes for the fans, from tickets to see the team at the 'Estadio de la Cerámica', or to T-shirts signed by the first team.

#### **Δ tickets sales:**

- [Action Plan: Advertising and promotion](#)

A week before each meeting, the club puts tickets on sale in its official stores, so far without promoting it. In order to increase the sales of these tickets, Villarreal is informed of the possibility of announcing both in the written and digital media of the sale of said tickets, making known the meeting and the prices thereof.

- [Action Plan: Tickets 3x2](#)

It is proposed to the club that during the 2019/20 season the club give a ticket with the purchase of two for a Villarreal match at home. With the exception of the matches against FC Barcelona, Real Madrid CF, Club Atlético de Madrid and Valencia CF. We believe that this is a good initiative to fill the stadium while increasing the sale of tickets.

### **Consolidate the presence of academy players:**

- [Action Plan: Make players be known](#)

Villarreal CF announces the Villarreal B players through the projection of their matches, private interviews with the players or through social networks and the website. Although to get the fans to recognize them and see their talent, Villarreal should make them appear at official events or schools visits, like the first team players.

- [Action Plan: Consolidation in template](#)

In the current season 2018/19, the staffs of the first team have received many home players from the subsidiary. In this way they have been allowed to play matches in the first division and show their talent, forged in the lower categories of the club. The idea of the club is to consolidate this number of players in the first team and upgrade those who demonstrate their worth. Therefore, the club will strive to adapt the players in the template, making them participate in the pre-season and gradually in official competitions.

### **Achieve greater sporting achievements:**

- [Action Plan: Signing and transfer of players](#)

The first team of Villarreal CF has not obtained great sporting results in the current season 2018/19, fighting until the end for the permanence in LaLiga Santander. Hence, the goal that is planned for the next season is to get classified in positions of UEFA Europa League or, even, Champions League to dispute some European competition in 2020/21. For its part, the first team of the women has risen for the season 2019/20 to the category of First B and is intended to get promoted to LaLiga Iberdrola in the following campaign. All this will be done with the planning of the equipment for that season, signing and transferring players to form teams that achieve the goals that are desired by the entity. The commitment to women's football must be strong, since society is demanding an equality that is far from being produced in the world of football. We think that Villarreal should promote this equality at the sports level and bet on it.

**TABLE 6. MARKETING OBJECTIVES, STRATEGIES AND ACTIONS PLAN**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>ACTIONS PLAN</b>
Loyalty of current subscribers and attracting new	Leadership in costs and differentiation	<ul style="list-style-type: none"> <li>• VYP Program</li> <li>• Discounts and free renovations</li> <li>• YellowClub</li> <li>• Travelling with the 1<sup>st</sup> team</li> <li>• Video and slogans</li> </ul>
Enhance the brand image	Market development and differentiation	<ul style="list-style-type: none"> <li>• International Department</li> <li>• International Pre-season</li> <li>• 'Endavant' project</li> </ul>
New sponsors	Market penetration	<ul style="list-style-type: none"> <li>• 'Estadio de la Cerámica'</li> </ul>
Increase sympathizer card sale	Market penetration	<ul style="list-style-type: none"> <li>• Publicity and promotion</li> </ul>
Visits website and followers Social Networks	Differentiation and product development	<ul style="list-style-type: none"> <li>• Web page improvement</li> <li>• Social Networks</li> </ul>
Increase sale tickets matches	Market penetration	<ul style="list-style-type: none"> <li>• Advertising and promotion</li> <li>• Tickets 3x2</li> </ul>
Presence in 1 <sup>st</sup> team of home players	Leadership in costs	<ul style="list-style-type: none"> <li>• Make players be known</li> <li>• Consolidation in template</li> </ul>
Achieve greater sporting achievements	Competitive advantage	<ul style="list-style-type: none"> <li>• Signing and transfer of payers</li> </ul>

Source: Own Elaboration

## 8. Control

To find out if the marked objectives are being met once the strategies and their successive action plans are defined, the following control methods (Table 7) will be carried out:

**TABLE 7: MARKETING PLAN CONTROL**

OBJECTIVES	ACTIONS PLAN	FREQUENCY	INDICATOR	CONTROL METHOD	RESPONSIBLE DPT.
Loyalty of current subscribers and increase by 10% the season tickets for 2019/20	<ul style="list-style-type: none"> <li>VYP Program</li> <li>Discounts and renewals free or in installments</li> <li>Yellow Club</li> <li>Traveling with the team on their trips brings a reward</li> <li>Sports slogans and campaign video</li> </ul>	Monthly	Sale season tickets 2018/19	Registration in database of all new subscribers and renewals	Marketing Department
Enhance the brand image, increasing the notoriety of the club both in the province, and internationally	<ul style="list-style-type: none"> <li>International department</li> <li>International pre-season tours</li> <li>'Endavant' Project</li> </ul>	Quarterly	Response from international fans in schools, clinics and tryouts; as well as fans of the province in relation to the events of the 'Endavant' project	Surveys both at an international and provincial level	International Department and External relations Department
Get up to 3 new sponsors for next season	<ul style="list-style-type: none"> <li>'Estadio de la cerámica'</li> </ul>	Monthly	Number of sponsors in portfolio in the 2018/19 season	Satisfaction of the sponsors during the 2019/20 season and their ROI	Marketing Department
Increase the sale of the sympathizer card by 10% compared to those issued in the current season	<ul style="list-style-type: none"> <li>Advertising and Promotion</li> </ul>	Quarterly	Sympathetic card sale in the season 2018/19	Registration in a database of the number of cards sold during the season	Marketing Department
Increase visits to the club's official website and,	<ul style="list-style-type: none"> <li>Web page improvement</li> <li>Social Networks</li> </ul>	Monthly	Number of registered visits on the	Interaction with fans through networks and	Press Department

above all, followers on social networks by 15%			web and number of followers on social networks in the 2018/19 season	supervision of 'likes' and reactions from followers	
Increase ticket sales for matches by 5%	<ul style="list-style-type: none"> <li>Advertising and Promotion</li> <li>Tickets 3x2</li> </ul>	Monthly	Average ticket sales in season 2018/19	Profitability of the number of tickets sold per game at home	Marketing Department
Consolidate presence in the first team of home players	<ul style="list-style-type: none"> <li>Make players be known</li> <li>Template consolidation</li> </ul>	Monthly	Number of home players promoted to the first team	Record of the minutes played with the first team of players of the subsidiary	Sports Departement
Achieve greater sporting achievements	<ul style="list-style-type: none"> <li>Signing and transfer of players</li> </ul>	Annual	Classification in the league of the club teams	Results of the club teams matches	Sports Departement

Source: Own Elaboration

## 9. Schedule

The following table (Table 8) is the schedule where the set of actions that will be carried out during the 2018/19 and 2019/20 seasons are detailed.

**TABLE 8: MARKETING PLAN SCHEDULE**

	Season 18/19	J '19	J '19	A '19	S '19	O '19	N '19	D '19	J '20	F '20	M '20	A '20	M' 20
Loyalty and increase of subscribers:													
• Very Yellow People													
• Discounts and renovations													
• Yellow Club													
• Travelling with the team													
• Video and slogans													
Enhance Brand image:													
• International department													
• Pre-season tour													
• 'Endavant' Project													
Get sponsors:													
• 'Estadio de la Cerámica'													
Increase sales sympathetic's card:													
• Publicity and promotion													
Increase web visits and social networks followers:													



• Web improvement													
• Social Networks													
Increase tickes sales:													
• Advertising and promotion													
• Tickets 3x2													
Consolidate the presence of academy players:													
• Make player be known													
• Consolidation in template													
Achieve greater sporting achievements:													
• Signings and tranfers													

Source: Own Elaboration

# 10. Budget

The investment for the realization of the action plans proposed is viable in reference to the general budget with which the club faces the 2019/20 season, despite being less than the current campaign, due to the position of the first team in LaLiga Santander and the non-participation in UEFA next season.

The following table (Table 9) details approximately the cost of each of the plans; bear in mind that costs may vary according to the circumstances.

**TABLE 9: MARKETING PLAN BUDGET**

<b>ACTIONS</b>	<b>ESTIMATION EXPENSES</b>	<b>TOTAL EXPENSES</b>	<b>TOTAL INCOME</b>
Very Yellow Program	(12,500 tickets * 300€/ticket)	3,750,000€	5,940,000€
Ticket Discounts	(104 tickets * 300€/ticket)	31,200€	25,000€
Free Travels	(80 subscribers * 500€/trip * 19 matches)	760,000€	
Free tickets	(80 subscribers * 60€/ticket * 18 matches)	86,400€	
Cost Video		1,000€	
International Department		1,000,000€	3,000,000€
Pre-season		500,000€	100,000€
Endavant project	(5,000€/party * 4 players)	20,000€	50,000€
Sympathetics' card	(100 cards * 35€/card)	3,500€	5,000€
Web page	(3 employees * 8,000€/employee)	24,000€	50,000€
Community Manager	(1 employee * 12,000€/employee)	12,000€	15,000€
Contest tickets	(5 contests * 10 tickets * 30€/ticket)	1,500€	
Contest kits	(5 contests * 10 t-shirts * 60€/t-shirt)	3,000€	
Newspaper cost	(1,000€/page * 19 matches)	19,000€	450,000€
3x2 tickets	(2,000 tickets * 30€/ticket)	60,000€	225,000€
Villarreal B		50,000€	3,000,000€
Signings and Transferrings		23,400,000€	55,000,000€
		<b>TOTAL: 29,721,600€</b>	<b>TOTAL: 67,995,000€</b>

Source: Own Elaboration

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