

# **BARÇA SUPPORTERS CLUBS CONGRESS, AUGUST 19 AND 20, 2012**

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## **PRESENTATION**

The World Penyes Congress 2011 opened a new horizon in the way that the penyes movement works. This new context has been possible thanks to a change in the model of procedures, led by the supporters' clubs themselves. Through the debates in the commissions organised by the Advisory Council an agreed document of intentions was approved in the World Congress.

The creation of the Penyes Office has also introduced a more personalised way to support the penyes. Moreover, this season the new Espai Social the board scheduled for the Palau Blaugrana 2 will become a reality. This is a very stimulating and innovative project and it reinforces our idea that the priority for us is not just sporting success, but also people –our members and penyistes.

Strengthening the penya brand is the principal which has been at the heart of the work we have done so far to help our social project evolve. After two years of intense work, we have a much clearer view of our movement and we have begun the process of developing the commitment which was explained in the objectives of the Projecte Penyes XXI.

### **Developing the Projecte Penyes XXI**

The concept of self management which was clearly expressed in the Projecte Penyes XXI, was a key theme in the debates and discussions of last year's congress and also set the agenda for this year, based on transparency, dialogue and open participation.

The penyes movement faces this Congress with a proposal of organisational transformation before us which will bring us closer to the original aim of self management. The consolidation- and creation where needed- of territorial organisations which are to help create the new Penyes Council, has full support and acceptance of the Club.

The representative validity of the members of the Consell comes from the movement itself through the number of penyes and club members in each zone in which the penyes map is divided. This democratic and proportional representation is the guarantee of the success of this process.

If the process of renewing our organisation is important, principally centered on Catalonia and the rest of Spain, no less so is the continued emphasis on the internationalisation of the penyes movement. This is another guarantee of the future of the collective and forms an intrinsic part of the universal character of our Club, as many comments have stressed.

### **Modernising processes**

Everything we are trying to advance in terms of organisational improvements is based on an exhaustive knowledge of the movement. At the 2011 Congress we agreed to set up the penyes membership card. This project needed a dependable census of how many and who we really are. To make that possible, the Club has created an online tool to guarantee the creation of a database for each penya where the members' names are kept.

The new Web design, presence in the social networks and constant information through the Infopenyes and Newsletter, have created a new context of interaction. This new management model has to be used to consolidate the foundations of a modern and innovative movement.

### **Generating services and activities**

The dialogue with the movement through the Supporters' Clubs Advisory Council, has led to a series of services and activities which have brought us closer to the social reality of each area. These allowed us to spread the values our Club have exported worldwide, and the effort made by both the penyes and the Club is rather admirable. Projects such as the FCBEscola Campus Penyes, the Clinics or the work done by the Agrupació de Penyes de Futbol is not to be underestimated. The task made by the Fundació del FC Barcelona, focused on actions in Catalunya also fostering the Club's values, is nothing but remarkable.

This proposal presents a series of services which the Club will be offering the penyes. The detailing of all these services in a new Manual is an objective we have set ourselves for this season.

Many of these initiatives come from the movement itself. The work of the Supporters' Clubs Advisory Council, together with the support of the Club in each of the thematic areas – rules, identity of the penya and its members, tickets and travel – has resulted in the creation, design and implementation of these programmes.

The conclusions of these commissions form a part of this proposal and I am sure they are to guarantee debate during this congress.

Congratulations for your good work!

Jordi Cardoner i Casaus  
Vicepresident FC Barcelona

## **I. SUPPORTERS CLUB REGULATIONS**

### **1. Objectives**

1. The Supporters Club Movement is faced by one of the biggest challenges in its history: designing a new territorial organisation. This new organization, which will lead the Club to recognise the figure of the Territorial Federations of Supporters Clubs, paves the way for a new framework to make the movement stronger and more modern.

2. The Map of Supporters Clubs is slowly changing its current distribution. The objective is to balance this map with respect to the number of Supporters Clubs and geographic distances.

3. The schedule for the change of organization has led us to programme elections for Governing Boards of the Territorial Federations in the second quarter of the year 2013. This process completes the renovation of the Supporters Clubs Advisory Council and its conversion into the Supporters Clubs Council, which will be formally presented at the Supporters Clubs Congress 2013.

4. Raising the penya brand is the chore motto leading the transformation of the Penyes Movembent. This explains one must value the condition of Club's embassy within the territory the supporters' clubs represent. In line with this, FC Barcelona members' awareness of addresses, contacts, services and activities of the Penyes Movement is one goal to become real on behalf of the Club through sending periodical information so as to endorse interaction and proximity between members and supporters' clubs.

5. This group has also worked on other changes, sometimes not depending on the will of the penyes movement, but rather the Club's own regulations, also affecting supporters' clubs services and regulations. On this section, there is a suggestion of two modifications regarding supporters' clubs season tickets, and the regulations established to apply for the commitment card, linked to the obligation regarding non FC Barcelona members supporters' clubs' presidents to become commitment card holders.

### **2. Territorial organisation**

6. The Penyes Segle XXI project proposes a new model of organization, a model that maintains the territoriality of the Supporters Club Movement as the basic scheme and that introduces legal homogeneity of the territorial organizations and establishes some parameters for representation depending on the number of Supporters Club members registered in each.

7. This new model seeks the recognition of the Club, recognition that has never before been granted, and that must be properly reflected in the Supporters Club Regulations, modifying the current model of representation.

8. This new organization renders without effect, as explained in the introductory paragraph, the procedure for the election of the Supporters Clubs Advisory Council scheduled for the spring of 2013. However the new model proposes, in whatever case, the constitution of the Supporters Clubs Council before the Congress of August 2013, therefore the interim period will be no more than four months.

9. The model of democratic representation proposed by the new organization of the Supporters Club Movement on the different levels and the organs of direction and control of management are as follows:

**A. CONGRESS**

**B. SUPPORTERS CLUBS COUNCIL**

b.1 Executive Commission

**C. TERRITORIAL FEDERATIONS**

c.1. Assembly

c.2. Governing Board

**D. SUPPORTERS CLUBS**

**A. CONGRESS**

10. The Congress is the supreme body of the Supporters Club Movement. It is constituted by the representatives that are democratically chosen by the Territorial Federations in accordance with the census of Supporters Clubs and supporters club members, which will be closed at the time of announcement of the Congress, and in accordance with the regulations passed by the Supporters Clubs Council.

11. The Congress meets on an ordinary basis every year, by call of the Supporters Clubs Council. Extraordinarily, it can meet by call of the Supporters Clubs Council itself, of the Executive Commission or when 30% of the Supporters Clubs in the Movement so request.

12. The Congress will have full faculties to decide on all aspects in relation to the Supporters Club Movement, and especially the following:

- Reform the Supporters Club Regulations.
- Pass or reject congress proposals.
- Pass or reject the managerial boards of the organs of direction and control and execution.
- Ratify the election of the members of the Supporters Clubs Council.

13. The Ordinary Congress will be called 4 months in advance and the announcement will contain a proposed agenda, the Regulations and the keynote addresses approved by the Supporters Clubs Council, which will be distributed immediately among the organizations of the Supporters Club Movement. The Territorial Federations will have 60 days to formulate suggestions for the agenda, make total or partial amendments or propose the incorporation of new texts in the keynote addresses. The Territorial Federations will receive a report with all the documentation sent by the same, along with the management report from the Executive Commission of the Supporters Club Movement and the Supporters Clubs Council 30 days before the date of the holding of the Congress.

14. Special circumstances may necessitate the holding of an Extraordinary Congress. In this case, there will be no need to respect the established periods, but they should always be announced at least 30 days in advance. At the Extraordinary Congress, the only business discussed must be that detailed in the agenda proposed in the announcement.

15. The Congress will be formed by adult representatives of the Federations and will be constituted by:

- a. A maximum of 1,000 representatives chosen by the Territorial Federations in accordance with the number of Supporters Clubs and supporters club members. The number of representatives for each of the zones must be established on the basis of the update of the census of Supporters Clubs and the creation of the Census of Supporters Club Members, as one representative for every determined number of Supporters Clubs and determined number supporters club members in the census or a fraction higher than this number. These sizes must be established in the call for the Supporters Clubs Congress of the year 2013. In whatever case, it must be guaranteed that all Territorial Federations have representation, for which purpose the census of Supporters Clubs and Supporters Club Members closed in the call for the Congress will be used.
- b. The members of the Supporters Clubs Council that are not elected representatives have voice but no vote.
- c. The members of the Social Commission and Supporters Clubs Commission.

16. All representatives of a Territorial Federation constitute a delegation.

17. The Regulations for the Congress must establish a limit that will be used to determine the number of representatives for each territorial delegation, the general operations and the services of the Congress, the process for election of the Congress Table, the keynote speeches and debates, the functions, debates and votes in the Plenary Council and the participation of guests.

18. The Congress will be conducted in Catalan, as the Club's own language, according to article 6 of the Statutes. Congress members can take part in any other language, preferably Spanish or English, and the Congress organization will provide translation services, which can be used by all the attendants to the Congress. Nevertheless, the Congress can be conducted in another language if held outside Catalonia.

## **B. THE SUPPORTERS CLUBS COUNCIL**

19. The Supporters Clubs Council is the main decision making body of the Supporters Club Movement between Congresses. Its function is to define the general lines of action between each Congress and control the actions of the Executive Commission of the Supporters Club Movement. Its functions are:

- Elect and, if required, dismiss the members of the Executive Commission of the Supporters Club Movement.

- Approve the managerial boards, total or partial, of the Executive Commission of the Supporters Club Movement.
- Approve the substitution of members of the Executive Commission.
- Constitute Sectorial Commissions or Work Groups and approve their work and objectives.
- Approve or not approve the resolutions of the Sectorial Commissions or Work Groups.
- Call Congress and approve the Regulations for the Congress.
- Propose Territorial Group and/or Federation a range so as to establish a membership fee for supporters' clubs. The Groups/Federations may establish, aside from the membership fee, fees for other non compulsory services.

20. The Supporters Clubs Council will meet at ordinary session once every three months and, in extraordinary session, at the behest of the Executive Commission or by written and signed request of a quarter of the same Council. Supporters Clubs Council meetings may be itinerant, by means of being held in different towns. The functioning of the Supporters Clubs Council will be regulated, in addition to the stipulations of the Supporters Club Regulations, by its own Regulations.

21. Supporters Clubs Council members may express themselves freely in the language of their choice, that is Catalan and/or Spanish. Representatives of Territorial Groups/Federations may be requested this sensitivity as a sign of respect towards the freedom of use of the two official languages in Catalonia.

22. Components of the Supporters Clubs Council are:

- Representation of each of the Territorial Federations will depend on the number of Supporters Clubs and supporters club members in the zone, at a rate of one representative per each certain number of Supporters Clubs and a certain number of supporters club members in the census or a fraction greater than this number. These sizes must be established at a meeting of the Supporters Clubs Congress in the year 2013.
- The presidents of the Territorial Federations will be the first level of representation, and additionally, in the case of a zone being entitled to a greater number of representatives, any member of a Governing Board in the Territorial Federation.
- The Territorial Federations must name replacement representatives among the members of the Board in each of the zones in accordance with the number corresponding to them.
- The president of the Supporters Clubs Council of the previous mandate that is no longer serving the post, for one single mandate.

23. For the forthcoming election of the Supporters Clubs Council, given that the census of Supporters Club members will not be finalised, the same places shall be maintained as for delegates of the existing Supporters Clubs Advisory Council, regardless of the changes proposed to the Map of Supporters Clubs, except in zones where there are currently fewer

than 15 Supporters Clubs. From the current supporters clubs census and the supporters clubs members census to be held, the vote (the value of the vote) of each of the Territorial Federation/Group within the Council, will be proportional to the number of supporters clubs and supporters clubs members in each zone, with no change on the number of delegates until the new announcement.

24. Duration of charge as delegate of the Supporters Clubs Council may be the same as that of president of the Federation/Group of each zone. Duration must be stated on the statutes of the Federation/Group and it is recommended to be for a maximum of two periods of 4 years. Same duration is established for replacement delegates, or those being in those zones with larger number of representatives.

#### **b. 1 The Executive Commission**

25. The Executive Commission exercises the agreements of Congress and the Supporters Clubs Council, and presents explanations of its actions once a year before the Supporters Clubs Council and the Supporters Clubs Congress.

26. The functions of the Executive Commission are: to guarantee regular functioning of the Supporters Club Movement; maintain relations with FC Barcelona; promote forms of participation so that the whole of the organization can be consulted in non binding fashion in relation to the affairs and business that the Executive decides in each case, regulating the same, if required, by means of a specific regulation; designate members to the different Commissions and/or other organs of FC Barcelona. In whatever case, the Executive Commission will report to the Supporters Clubs Council.

27. The Executive Commission of the Council will consist of a President, two Vice presidents and four Secretaries, and its function shall be to promote the actions of the Council, especially of its Commissions as the organs exercising the work of the Council itself.

28. The members of the Executive Commission will be elected from among the members of the Supporters Clubs Council.

#### **Election of the Executive Commission:**

29. The election of the members of the Executive Commission will take place the month following the constitution of the Supporters Clubs Council.

30. By agreement of the Supporters Clubs Council, the Executive Commission may incorporate in its meetings other representatives of the Supporters Club Movement whether or not members of the Supporters Clubs Council, after reporting this to the Supporters Clubs Council.

#### **C. TERRITORIAL FEDERATIONS**

31. The Supporters Club Movement is organized territorially into Territorial Federations and the Supporters Clubs in them.



32. Each of the Territorial Federations is the representation of the Supporters Club Movement in their region. Their objective is to foster the territorial implantation and decentralization and apply, in their respective regions, the decisions of the Supporters Club Movement in all areas of management. They establish the mechanisms for public relations and presence, foster growth and ensure relations with organizations of the Supporters Club Movement on a higher level. The Territorial Federations should issue regulations to ensure the achievement of their objectives.

33. The Territorial Federations, by virtue of the territorial realities, are formed by Supporters Clubs, which will be the organizations in which the supporters club members on the census will be included.

34. All Supporters Clubs are obliged to be registered with the Federation in the zone where they are based.

35. In each zone there can only be one Territorial Federation. In zones where there are one or more coordinators and/or federations and there is a need to resolve situations of duplicity, the Supporters Clubs Advisory Council and the Club, via the Supporters Clubs Department and the Supporters Clubs Ombudsman will form a commission to settle along with the representatives of the Supporters Clubs in these zones the resolution of possible conflicts.

36. In order to generate a homogenous organization, all Territorial Federations must be provided with a statutory framework that establishes, adjusted to current legislation and applicable in each zone in respect of diversity, the objectives, organs, name and basic functions of each of them, and all matters regarding election process. Those organizations already created must establish an adaptation to the modifications agreed. This period must be equal to that of newly created Federations.

37. Between the end of the Supporters Clubs Congress 2012 and the end of this same year an election process must be established for the Governing Boards of the Territorial Federations. It must be ensured that the elections are held on the same weekend in each and every one of the Territorial Federations and in all cases before the date is set for the Supporters Clubs Congress 2013. The Club will guarantee transparency and acceptance of the election processes. Existing Groups, Associations and Coordinators, even though the statutorily established period has not expired, must call new elections or propose a ratification process at an assembly of the current Governing Boards.

38. The management bodies of the Territorial Federations are the Assembly and the Governing Board.

39. The proposed new Map of Supporters Clubs incorporates some modifications in accordance with a minimum number of Supporters Clubs, fifteen, and also for adaptation to new realities. The new proposal for zones is:

1. Barcelonès East
2. Barcelonès West
3. Vallès
4. Maresme
5. Baix Llobregat
6. Anoia, Alt Penedès and Garraf

7. Bages, Berguedà and Cerdanya
8. Osona, Ripollès
9. Empordà and North Catalonia
10. Gironès, Selva, Garrotxa and Pla de l'Estany
11. Terres de l'Ebre (Baix Ebre, Montsià, Ribera d'Ebre, Terra Alta and Baix Maestrat)
12. Tarragona North (Alt Camp, Baix Camp, Conca de Barberà, Priorat, Tarragonès, Baix Penedès and Ribera d'Ebre)
13. Ponent North (Alt Urgell, Alta Ribagorça, La Noguera, Pallars Jussà and Pallars Sobirà), la Franja Nord and Andorra
14. Lleida South (Garrigues, Noguera, Pla d'Urgell, Segarra, Segrià and Urgell) and la Franja Central
15. Counties of Castellon
16. Counties of Valencia and Marina Alta
17. Counties of Alicante
18. Balearic Islands
19. Andalusia, Ceuta and Melilla
20. Murcia
21. Castile – La Mancha
22. Extremadura
23. Madrid
24. Castile – León
25. Galicia
26. Asturias and Cantabria
27. Euskadi / Euskal Herria
28. Aragon, La Rioja and Navarra
29. Canaries
30. World. The organization of this zone is to be established during the 2013 Congress, after discussing all the points of view and interests of the supporters clubs in this zone, and consider among other matters, proximity among themselves, so as to create, if convenient, territorial organizations to achieve common goals.

#### **c. 1 The Assembly of the Territorial Federation.**

40. The Assembly is the supreme body of the Supporters Club Movement in its territorial area and will be formed by obligation by democratically chosen representatives of the Supporters Clubs proportionately to the census, in accordance with the limit agreed by the Assembly and the total count of supporters club members and Supporters Clubs with the guarantee that all Supporters Clubs have representation at the Assembly.

41. Depending on circumstances in each zone, the number of Supporters Clubs, distance or any other cause, the Territorial Federations can be organized in a different way to that established in the Map of Supporters Clubs, although representation at Congress and on the Council will be determined by the parameters established for each organ. Particularly and in accordance with distances and the number of Supporters Clubs, another type of zone group can be established (province, ...).

42. Each Territorial Federation must meet within 30 to 90 days before and after the World Supporters' Clubs Congress.

43. The Assembly of the Territorial Federation will meet ordinarily as regularly as established by the Assembly itself, at the behest of the Governing Board of the Territorial Federation or when

requested by a third of the representatives or a third of the Supporters Clubs they represent, at least, 30% of the Supporters Club members of the Group and/or Territorial Federation.

44. It is the competence of the Assembly to:

- Elect the Governing Board of the Territorial Federation from the candidatures presented. The candidature must determine at the time of the presentation, as well as the president, the accompanying organic positions. The Governing Board will be elected each 4 to 6 years and in accordance with the schedule and regulations of the election procedure defined by FC Barcelona and the Supporters Clubs Council. It is recommended to state on the Federation statutes duration of president's term of office to be limited at two periods of 4 years each.
- Exceptionally, and only in case the Federation needs other territorial organizations, to establish the criteria to homogenize the basic running rules as well as those of election to representatives of the Territorial Federation process. To establish representation of each one of the organizations within the Federation's assembly and, if agreed by the Board, seeking in all cases proportionality according to number of supporters' clubs and members, and regulate the use of balanced vote according to the same parameters.
- Elect and, if required, revoke the representatives of the Territorial Federation at the Supporters Clubs Congress.
- Elect and, if required, revoke representation of the Territorial Federation on the Supporters Clubs Council.
- Oversee compliance with the programmes passed at Congress.
- Regulate the frequency of ordinary calls.
- Control management of the Governing Board.
- Establish membership fee from the Supporters' Clubs Council proposal
- Establish fees for specific services offered by the Territorial Federation.
- Foster ways to fund the supporters' clubs members of the federation via activities, lotteries, advertisement, sponsorship, partnership among others to be considered appropriate.
- Recognise territorial organizations on a smaller scale depending on the number of Supporters Clubs, distance or any other reasonable cause.
- All described by the statutes of the Territorial Federation

### **c. 2 The Governing Board of the Territorial Federation**

45. The Governing Board executes the agreements of the Assembly and manages the Territorial Federation.

46. For the composition of the Governing Board of Federations the following figures will be necessary: one President, one Vice president, one Secretary, one Treasurer and at least four board members responsible for the Sectorial Commissions for Tickets and Away trips; Communication; Events and Activities; and Marketing.

47. Federations may also incorporate on their Governing Boards other members not stated above in accordance with needs.

48. The specific functions of the Governing Board are:

- Monitor payment of compulsory fees by member Supporters Clubs, and if a Supporters Club does not do so, to inform the Club of the loss of the condition of being a member of the Territorial Federation.
- Coordinate and promote the reception of new members.
- All those described in the statutes of the Territorial Federation.

#### **D. SUPPORTERS CLUBS**

49. The Supporters Club is the essential nucleus for the organization and development of actions and participation of supporters club members.

50. The Supporters Club is the organization responsible for fostering, in its region, the initiatives of the Supporters Club Movement agreed by the higher levels of the Supporters Club Movement.

51. Supporters Clubs are territorial and, exceptionally, thematic in area.

52. A Supporters Club's area of action is the country, city, county, municipality, neighbourhood, ... in which it is located. When criteria so advise, different Supporters Clubs can be created in the same municipality, in accordance with the Supporters Club Regulations, or several municipalities can be covered by a single Supporters Club.

#### **The Assembly of the Supporters Club**

53. The Assembly of the Supporters Club, formed by all of its Supporters Club members, is the maximum decision making body in its area and will meet at least once a year in ordinary session, apart from other extraordinary meetings.

54. The functions of the Assembly are those stipulated in the club's own statutes.

#### **The Governing Board of the Supporters Club**

55. The Governing Board executes, in the area of the Supporters Club, the resolutions of the Assembly and applies the initiatives, after being passed by the Assembly, decided by the higher bodies of the Supporters Club Movement.

### **3. Change of name of Supporters Club season tickets**

56. Given the problems derived from the obligation for all season tickets that were allocated at the time to FC Barcelona Supporters Clubs to be nominative, i.e. in the name of a member of FC Barcelona, given the situation that some supporters' clubs did not take the established measures, such as stating transfer before a notary or valid document supporting the season ticket transfer on behalf of the supporters club, assigned to a specific member and hence its real ownership. This led to several cases in which supporters' clubs lost control over the season ticket –and even its ownership- due to a change of direct debit, even though the season tickets were numbered differently. This situation highlighted the need to establish regulations so as to avoid similar cases in the future explained above, and also to solve this current existing conflict, with the aim to recover these season tickets for the supporters' clubs to whom were firstly allocated.

57. Therefore, one of the aspects of the regulations that govern both Supporters Clubs and FC Barcelona members that has been proposed for regulation in the 2012/2013 season is that in relation to season tickets for the Camp Nou that are associated to Supporters Clubs.

58. In this regard, and to guarantee the tickets' continuity within the Supporters Club, it is proposed that they be regulated as part of a new census of Supporters Club season tickets. This information would have to be sent to the Supporters Club Services Office, on an official form, during the period when the Census of Supporters Club Members starts to be regulated.

59. Although the season tickets will remain in the name of a member of FC Barcelona, i.e., a physical person, this person will have to sign a document in which he/she renounces all their own rights to the ticket, and recognises the same instead to the Supporters Club.

60. In addition, and to definitively establish that this season ticket belongs to a Supporters Club, its name will appear on the card. Also, the Club will have a list on its database showing which season tickets belong to which Supporters Clubs.

61. In case of season ticket change of direct debit, without the consent of the supporters' club, leading to its loss of ownership, the need to re-establish the season ticket ownership back to to the supporters club arises, within the current legal frame, with the requirement that the supporters clubs keep lending it to the same people, after signing a document resigning to all rights the season ticket entails. In case the current season ticket holder is not willing to sign this document, the Club will seek other legal solutions to cancel it and proceed with transfer to another person appointed by the supporters club itself.

62. In addition, the change of name of season tickets belonging to Supporters Clubs will be free, as in the case of direct relatives of a member of FC Barcelona and can be in the name of a 'commitment member'.

### **4. Membership card and commitment card Supporters Club presidents**

63. One of the conditions of being an Official FC Barcelona Supporters Club is that the president must be a member of the Club or 'commitment member'. Owing to the modifications to the requirements for accessing this status, some Supporters Clubs have encountered some difficulties complying with the same.

64. The main difficulty refers to the need for the 'commitment member' to go in person to the FC Barcelona offices to formalize the card. Distance and financial means can generate situations of conflict even causing people to reject the opportunity, who would otherwise voluntarily assume the presidency of the Supporters Club. To help these Supporters Clubs to comply with the regulations, it is proposed that it should be the representative of the Supporters Clubs Council in the zone where the Supporters Club is registered who certifies that this person complies with the requirements of the Club. The president of the Supporters Club who takes advantage of this circumstance to become a 'commitment member' of FC Barcelona must go in person the Club offices, at least, once in the first three years in which he or she assumes this condition.

65. In addition, and also in accordance with the intention of facilitating the official status of FC Barcelona Supporters Clubs, the Club should be sensitive to the different political and economic situations around the world. In particular for those Supporters Clubs in the international territory, or that cannot leave their country on a regular basis, or due to an economic situation in which their social realities make it unfeasible that they should be able to cover the expenses of a membership card or a commitment card, it is proposed that the figure of the Honorary Supporters Club President be created. The honorary president must necessarily be a member of FC Barcelona or owner of a commitment card, and elected by the supporters club assembly and will sponsor this club and confer legality upon it.

66. This figure, not regulated by the regulations, must in all cases be approved by the person in charge of this area on the Social Commission and Supporters Clubs Commission and the representative/s of the Supporters Clubs Council in the World area, who shall exercise monitoring and control of the set of services offered to Supporters Clubs that require this new order.

## **II. CELEBRATIONS, EVENTS AND PROTOCOL**

### **1. Objectives**

67. The proposal passed at the Supporters Clubs Congress 2011 included new criteria for the draft of point 8 CELEBRATIONS, EVENTS AND PROTOCOL.

68. It is evident that the number of Official FC Barcelona Supporters Clubs grew in number from the late 1990s. As a result, from the 80 Supporters Clubs on the Club registers in the 1970/1971 season there were at the end of the current season 1,488 Official Supporters Clubs.

69. This increase in the number of Supporters Clubs has also led to an increase in the number of events organized by the same. Many of these events request the active participation of the Club by sending material, by attendance of a representative or sending the trophies that the football first team won that season.

70. The Club, the depositary of the List of Services for Supporters Clubs, has proposed that this work group should establish a protocol that, on the basis of the changes to the regulations proposed and accepted at the 2011 meeting, clarifies, provides solutions for situations of conflict generated in this area and establishes priority criteria both for representation and for the other services that the Club offers to Supporters Clubs. These criteria must be detailed in the Manual of Services for Official FC Barcelona Supporters Clubs and, if necessary, in the Supporters Club Regulations.

### **2. Participation of the Club in events and activities of Barça Supporters Clubs**

71. Official FC Barcelona Supporters Clubs tend to hold all kinds of activities and events during the season. From celebrating annual anniversaries, participation in trade shows in their towns, debates, etc, Supporters Clubs are proactive and implicated in their territorial regions.

72. However, this activity, so indispensable for the strength of the movement, is so widespread that it is difficult, if not impossible, for the Club to attend to all requests.

73. So, the Club is drafting a protocol of events for inclusion in the new version of the Manual of Services in development of point 8 of the Regulations. This protocol will make a priority of representation at events in consideration of their importance, highlighting, in this order, fiftieth anniversaries, zone meetings, twenty fifth anniversaries and inaugurations of new Supporters Clubs and new clubhouses. The protocol must analyse new situations produced on the basis of the age of some entities that are already older than fifty years. In this line, the FC Barcelona president's attendance will be foreseen in some relevant events in all and each one of the zones defining the supporters clubs map, as long as s/he is requested to.

74. Coincidence of these events at a weekend is an argument making it all the more necessary for a system to regulate and give priority to events in accordance with the classification that was already suggested in the previous paragraph.

75. In addition, and as detailed in the current Manual of Services, it is recommended that Supporters Clubs outside of Catalonia should arrange celebrations to coincide with an away trip by an FC Barcelona sports team in order to guarantee official representation of the Club.

### **3. Provision of trophies for Supporters Club events and activities**

76. The presence FC Barcelona's trophies, whether those of the football team or other sections, has been and is one of the most suggestive and gratifying elements for presentation at the events and activities of the Supporters Club Movement. This occurrence has gone through different states of regulation, from payment of insurance to free lending. It is no less certain that the proliferation of applications and accessibility has led to the deterioration of these trophies, and also that the high demand has generated situations of conflict between Supporters Clubs in terms of availability. Therefore, the Club is seeking to establish a protocol and establish a system for the management of this service. This protocol will also be included in the new Manual of Services.

77. The premises guiding this protocol are the result of the experience of all these years and must ensure the conservation of the trophies that are lent, establish an order of priorities for trophy lending in accordance with different types of event and establish an administrative regulation both for sending the trophies and to ensure the security of said assets. This protocol is to be discussed and agreed within the Supporters Clubs Council.

### **4. World Meeting, Supporters Clubs Congress and celebrations**

78. For more than three decades, the two most important events for the FC Barcelona Supporters Club Movement are the World Meeting of Supporters Clubs and the Supporters Clubs Congress.

79. The Supporters Clubs Congress, which for the last three seasons has recuperated its original dates to coincide with the celebration of the Joan Gamper Trophy and with a new two-day format, has supposed a step forward in the model for self-management of the supporters movement. The Supporters Clubs Congress of 2011 was the most evident expression of the process of change in which the Supporters Club Movement is immersed, becoming the most important decision making body for this collective, and which has also served to set up new initiatives that will help change and modernise the relationship between FC Barcelona and its Supporters Clubs.

80. It is therefore important to consolidate both the format and the concept of the Congress as the supreme body of the Supporters Club Movement.

81. The format of the World Meeting of Supporters Clubs is also currently under debate both among the Supporters Club Movement and at the Club itself. The resources required for the organization of this event require the participation of institutions and the current situation of financial crisis is creating obstacles for finance both in relation to Supporters Clubs and also local administrations.



82. Likewise, attendance of a World Meeting also involves costs that cannot always be covered by supporters club members, remembering that there are other events during the season that also generate travel food and accommodation costs. This proliferation of activities has also led to a certain saturation of events that has led the World Meeting to be somewhat diluted among such an ocean of events, Zone Meetings, anniversaries, etc.

83. Therefore, and in order to recuperate the essence of being the major festival for the Supporters Club Movement that a World Meeting should be, it has been proposed that work should be done on a new model. This new model should evaluate such questions as regularity, then itinerant nature and potential coincidence with the Supporters Clubs Congress which would be supposed by the democratic upheaval of the Supporters Clubs Council.

84. The tradition of celebrating annual Supporters Club anniversaries, with the participation of friendly Supporters Clubs with and/or others in the immediate vicinity of the celebrating Supporters Club, generates a chain of commitments that is difficult to stop. These times of crisis and change demand a rethink of the format for these celebrations, and also the regularity of the same, as well as the potential representation of FC Barcelona, meaning it is necessary to study alternative formulas to provide value to these events that are not only associated to the gastronomic element of the fiesta.

85. Today there are some Supporters Clubs that celebrate anniversaries on an annual basis or even every five years, i.e. those occurring after 15, 20, 25, 30, ..., years, but devising alternative activities and/or celebrations for their members that still offer value for these celebrations at such important times.

86. The work group must study possible recommendations for Supporters Clubs that can help with this necessary transformation of the anniversary events.

## **5. Charity events of FC Barcelona Supporters Clubs**

87. FC Barcelona Supporters Clubs have shown since they first appeared that they have a charitable aspect that is in keeping with the Club's own values, such as social integration, tolerance, civil duty, solidarity, universality, fair play and sportsmanship.

88. One of the priority objectives of the Penyes Segle XXI project is for the supporters movement to be a charitable movement and to foster the same values as FC Barcelona. So, many of these associations, in some way or other, collaborate with different institutions that are sensitive to the problems in our society.

89. These charity events, which FC Barcelona recognises as very important, have multiplied in recent years. Many of the Supporters Clubs implied in these actions ask for collaboration from the Club in order to receive income to finance these activities.

90. The Club has expressed its desire to support these actions. But even so, there is no established process that defines how such collaboration should be requested and that sets the requirements for FC Barcelona to intervene directly. It is therefore necessary, as a primary solution, to coordinate the potential charity actions generated by the movement and channel them through the delegate to the Supporters Clubs Advisory Council and the future Supporters

Clubs Council. The role of the delegate could be to collect the documentation, evaluate applications in their zone and pass them on to the FC Barcelona Supporters Clubs Department.

91. In addition, in the 2011/2012 season work began more closely with the FC Barcelona Foundation. Supporters Clubs located in municipalities where the Foundation has carried out any of its projects have been regularly informed and, if they consider it opportune, have participated in actions to develop them.

92. There is a need to continue working on and improving the links between the Supporters Club Movement and the FC Barcelona Foundation in order to establish the right synergies between the collective and the institution and the supporters clubs involvement on charity events and activities. Hence, among other charity initiatives to be developed, one may consider cooperation through voluntary economic funding of a unique annual project coordinated by the FC Barcelona Foundation. In this regard, the Supporters Club Movement wishes to participate actively in the Foundation and has proposed the incorporation as a patron of a member of the Supporters Club Movement associated to the Supporters Clubs Advisory Council.

## **6. AFEPE**

93. The essence of FC Barcelona, and of which all Barça fans are so proud, is its values. These values include, among others, civil duty, fair play and sportsmanship. One way of fostering these values is to bring together the supporters of the different football teams in the First and Second Division. So, in 1999, the different federations of Supporters Clubs of football teams in Spain created the AFEPE, an association that brings them together and enables interrelation between fans of the different teams.

94. In the 2011/2012 season, more active participation has begun in the actions promoted by the AFEPE. Different meetings have been held with the representatives of Supporters Clubs of other clubs, such as Real Madrid, Atlético Madrid, Getafe and Rayo Vallecano. From the 2012/2013 season an increase has been proposed in these receptions and also for the same to be extended to all of the teams that currently compete in the top flight of the Liga de Fútbol Profesional. These will make use of the facilities offered by the new Social Space at FC Barcelona.

95. The fruit of these closer relations between the different supporters should mean that FC Barcelona supporters will enjoy greater security on away trips to watch Barça play.

### **III. BARÇA SUPPORTERS CLUB ACTIVITIES**

#### **1. Objectives**

96. Among the main objectives of the Penyes Segle XXI project are two that seek to be fostered through the activities of Barça Supporters Clubs. These two objectives are to bring members of FC Barcelona to its Official Supporters Clubs and to attract young people to the movement.

97. As shown by the study commissioned to an external consultancy in the 2010/2011 season, many people involved in Barça Supporters Clubs don't think Club members know enough about them. One way of making our Supporters Clubs more attractive, both to FC Barcelona members and Barça fans in general, is to encourage activities that enable the implication and complicity of a greater number of persons.

98. The content of this point of the address is to present these activities as potential proposals that help bring the Club closer to the territory, not via institutional representation, but by generating promotional activities and also fostering the interrelation between members of the Supporters Club Movement.

99. Moreover, some of these activities are aimed at a younger audience, which can also provide a focus for the rejuvenation of the Supporters Club Movement, another of the primary objectives, as we said, of the Penyes Segle XXI project.

100. Outstanding among the activities to promote the Supporters Club Movement that we are developing and fostering are the 7-a-side Football Tournament, the FCB Escola Campus Penyes, Clinics, the activities promoted by the Supporters Club Football Teams Group and other leisure activities such as the "butifarra" cards competition. All of these activities promoted initially by FC Barcelona should find terrain that has been eased for embassies in the territory that Supporters Clubs represent. It is important to consider actions to boost the presence of supporters clubs on the Club's sections sports, in all their disciplines and categories, easing actions related to games both in Barcelona and other cities.

#### **2. 7-a-side Football Tournament**

101. The FC Barcelona Supporters Clubs 7-a-side Football Tournament reached its seventh edition in the 2012/2013 season. Participation of teams has increased notably in these years. It has gone from 15 participants at the first edition to 35 in the 2011/2012 season. This shows how FC Barcelona Supporters Clubs are increasingly making a greater priority of promoting sport in their hometowns and neighbourhoods, working with children in order to teach them the Club's values, such as sportsmanship and fair play.

102. In these years, improvements have also been made to the infrastructure and organization of the same, providing more shaded areas and developing areas for children and parents alike to enjoy the experience of playing in a tournament on the Club's own facilities.

103. This initiative, which has been such a resounding success, has set the model for all other activities set up in the future by Barça Supporters Clubs.

### **3. FCBEscola Campus Penyes**

104. In the 2011/2012 season, eight Campus FCBEscola Penyes were set up around the territory. These Campuses continue the good work started last season to take the FC Barcelona spirit outside of Catalonia, always in association with Official Barça Supporters Clubs.

105. So, during these holidays more than 1,000 children will be able to enjoy sessions validated by coaches from FCBEscola. As well as perfecting their skills, these children will also get the chance to learn about the Barça values and philosophy.

### **4. Clinics**

106. Also in 2012, a new pilot experience was set up with the Supporters Clubs in Catalonia in order for them to organize, in conjunction with FCBEscola, clinics in different sports.

107. The first to have been held have been for football and basketball and have been arranged to coincide with Supporters Club Meetings. The philosophy of these clinics is the same as the activities called “Learn with Barça”, those run by FCBEscola on the Club facilities.

108. These are three-hour clinics with monitors from FCB Escola, or with coaches from the youth teams in other sports at the Club. This brings the Club closer to its younger followers and, through sport, promotes such values as effort and solidarity.

109. More than 70 children have enjoyed this first pilot experience.

### **5. Supporters Club Football Teams Group**

110. As already stated, FC Barcelona holds in very high regard the work done by Supporters Clubs in relation to youth football. Out of this, the first Supporters Clubs emerged that foster such activity and in 1999 the Supporters Club Football Teams Group was formed to bring together some of the most active Supporters Clubs in the fostering of children’s sport.

111. Each season, this Group organizes a tournament for the infantil (U14), alevín (U12) and benjamín (U10) categories. Also, teams in the Supporters Club Football Teams Group compete as far as the juvenil (U18) category.

112. The 18 Supporters Clubs in the Group have a total of 205 teams, with more than 3,600 players, fostering the values of the Club through sport, and wherever they play. In addition to these 18 Supporters Clubs, there will be two new ones in the 2012/2013 season.

### **6. Other activities**

113. As well as the sports activities aimed at boys and girls, FC Barcelona Supporters Clubs also tend to run a wide range of activities that enable interaction between their members and that also promote them in their territorial area.

114. Inspired by this idea, this year the I “Butifarra” Card Championship was organised as one of the activities programmed for the World Meeting of Supporters Clubs. The intention of this championship is none other than to foster relations between the different Barça Supporters Clubs in the whole territory.

115. From this experience, the pertinent conclusions can be drawn to promote all kinds of activities that foster relations between Supporters Clubs, supporters club members and fans.

## **7. Report on Supporters Club activities**

116. The modification to the Regulations in the light of the proposals at the Congress of 2011 obliged FC Barcelona Supporters Clubs to present a report on their activities during the season to the Club.

117. Clearly, the report on activities depends to a large extent on where the Supporters Club is located and its size, but evidently a Supporters Club, no matter how large or small, or distant, should not stop participating in the associative life of its town or city or stop attending, as far as possible, different matches where teams in any section of FC Barcelona are playing. The backing of the Supporters Clubs was vital both for the football first team and the different sections for Barça in winning 17 titles this season.

118. To facilitate the presentation of this documentation a new instrument has been created in order for all these transactions to be done online. The new section of the website for managing Supporters Clubs should help to make data collection more immediate, and should also allow each Supporters Club president to access all of the information from anywhere.

119. The information referring to the report on activities should enable both the Club and Federations of Supporters Clubs and representatives on the Supporters Clubs Council to obtain more details about the activity of their associated Supporters Clubs.

## **IV. TICKETS AND AWAY TRIPS**

### **1. Objectives**

120. One of the most important activities that a Barça Supporters Club can do is attend a match played by the football team or any of the sections, to support our teams and cheer them towards victory. All kinds of sports competitions move many FC Barcelona fans and Supporters Clubs, and it is therefore fundamental for there to be a constant interrelation with the Supporters Club Movement in order to improve the services inherent to this area of action.

121. In order to reach this goal, supporters clubs will be informed in advance on sections activities so as to schedule their attendance in games both in Barcelona and other cities where they may compete. Tickets will be provided by the Penyes Department or the Club negotiating advantageous conditions.

122. The processes for application, allocation, payment and delivery must be evaluated constantly in order to establish potential improvements as explained in the aforesaid objective. It is therefore the work of the Permanent Commission constituted by members of the Supporters Clubs Council and the Supporters Clubs Department to optimise the contributions made from the different sectors that converge in this area.

123. In the 2011/2012 season, work has continued in this area in order to offer Supporters Clubs the best offers and best attention.

124. This point, as well as familiarising the movement with the Permanent Commission on tickets, will detail the current process for the purchase of tickets, so that on the basis of this knowledge, alternatives can be proposed to improve the processes.

125. One of the challenges of the Supporters Club Movement that has not received major attention is that of trips from Barcelona or from other places in Spain to stadiums where FC Barcelona play. The official agency's offers do not always satisfy the Supporters Clubs, who instead seek solutions individually. Although work began at the Club during the 2011/2012 season for Barça Supporters Clubs to get better coverage for their away trips, it is also true that there is still the need for more work in order to offer the best offers and the best conditions.

126. Halcón Viajes, the official agency of FC Barcelona, has provided Supporters Clubs with some packages that include transfers on the first team coach, and also the possibility of different excursions, transfers and accommodation at competitive prices.

127. This is an area that has started to be explored this year, but where there is a need for work to continue in order to be able to offer the best travel offers.

128. This address will not go into depth in this area as no management model is available as yet. However we are obliged to study a proposal that can provide Supporters Clubs with an answer and end the habit of each Supporters Club organising its own travel privately and instead move on to collectively organized trips.

## **2. Permanent Commission**

129. The 2011/2012 season was the first in which the Permanent Commission on Tickets was operational. This commission is responsible for establishing the criteria for the distribution of tickets for matches where demand outstrips supply.

130. During the season, there are sometimes more applications for tickets than tickets available for sale to FC Barcelona Supporters Clubs, especially for away trips and Champions League knockout matches. It is now that the Permanent Commission on Tickets is establishing the criteria for the distribution of the same. These criteria usually consider the coefficients approved by the Advisory Council and establish the maximum and minimums of tickets per zone and also per Supporters Club.

131. The new Census of Supporters Clubs and most especially supporters club members, as well as the new territorial organisation, make it necessary to restudy the established criteria and beyond these, evidently, guarantee more careful and fairer distribution of the tickets corresponding to the Supporters Club Movement.

132. In addition, the existence of this Permanent Commission also guarantees that all actions and/or incidents that affect Supporters Clubs with respect to the acquisition of tickets can be studied in a mixed environment and any measures, if required, can be evaluated.

## **3. Ticket applications and allocation**

133. The acquisition of tickets for matches involving the FC Barcelona football first team is an important attraction for any Barça fan. At the moment, there are different types of match with their own particularities. But the main classification could be whether a game is played at the Camp Nou or away.

134. To attend a match at the Camp Nou, commonly and thanks to the implantation of Seient Lliure, there aren't usually problems with the capacity, as the web application puts the whole stadium at the disposition of Supporters Clubs. If purchasing via the FC Barcelona website, confirmation, payment and collection are immediate. Moreover, these tickets come at a 15% discount on the sale price and there is no need to collect them from the Camp Nou ticket offices because they can be printed at home.

135. To order tickets for an away trip, from the end of the 2011/2012 season, the Supporters Clubs Department has assumed the management of the email address [reserva.penyas@fcbarcelona.cat](mailto:reserva.penyas@fcbarcelona.cat). This means that contact and information between Barça Supporters Clubs and the Club are permanent and immediate.

136. Likewise, work is continuing in improvements to all of these processes and being able to offer an increasingly better service.

#### **4. Barça B and Sections**

137. The encouragement of attendance of games played by Barça B and the sections of FC Barcelona is a priority for the Club and a challenge for the Supporters Club Movement.

138. So, this season two offers have been set up that hope to attract Supporters Clubs both to the Mini Estadi and the Palau Blaugrana.

139. The first of these is the possibility of acquiring tickets to see Barça B at the Mini Estadi for €1. This offer means fans can cheer on the youngsters at a very much cheaper price. Moreover, the Supporters Club Football Teams Group has also received 500 tickets per match at the Mini Estadi so that children that do sport can cheer on the young Barça players.

140. Also new for the 2011/2012 season is the offer for Supporters Clubs at the Palau. This offer means that Supporters Clubs have been able to get tickets for handball, futsal and roller hockey matches for just €3. Between 10 and 30 tickets can be acquired for each match and, moreover, for each 10 tickets purchased, you get 5 more for free.

141. Moreover, children under 14 years get in free as long as they are accompanied by an adult with a ticket.

142. As well as the tickets offer, this season also saw a new promotion for season tickets for Supporters Clubs. The “Friends of the Palau” promotion allowed purchase of season tickets to see the handball, futsal and roller hockey sections for half price, as long as a minimum of 10 are purchased.

143. All these initiatives set up this season will hopefully be continued into the next in order to continue promoting attendance by Supporters Clubs both in the Palau Blaugrana and the Mini Estadi.



## **V. CENSUS AND SUPPORTERS CLUB MEMBERSHIP CARD**

### **1. Objectives**

144. One of the most important challenges faced by the Supporters Club Movement is undoubtedly the creation of a census of supporters club members for the first time in history. This challenge, if met, will provide in-depth information on the make-up of the movement. We will know how members there are in the supporters movement, the Supporters Clubs to which they belong, their ages, and how many FC Barcelona members are registered with FCB Supporters Clubs, all of which are fundamental objectives of this process.

145. The first step forward came at the Supporters Clubs Congress of 2011 by means of the proposal of a modification to the regulations that for the first time recognised the figure of the supporters club member on an official level.

146. This recognition has now led to another: the issue of a card identifying members as such that can be used to obtain certain advantages from the Club or the supporters movement itself.

### **2. New instrument for online transactions**

147. In the 2011/2012 season, different departments of FC Barcelona have worked to set up a new instrument for Barça Supporters Clubs to perform the most common transactions.

148. We must insist that the data that will be included in this instrument, and that the Supporters Club can modify at any time is confidential in nature and it is the responsibility of the Supporters Club not to provide access codes to people not on the Governing Board of the same. FC Barcelona, as stated in the Supporters Club Regulations approved on January 23, 2012, in its article 8, will include this data in the Register of Official Supporters Clubs, and will only use it in the case of wishing to communicate with the Supporters Club or its members to inform them about matters related with Barça:

#### *Article 8. REGISTER OF OFFICIAL SUPPORTERS CLUBS*

*The Club will keep a Register of Official FC Barcelona Supporters Clubs, which will contain the following data:*

*a) Address, telephone, fax, email and official website of the Supporters Club. The creation and/or existence of different delegations or addresses to that of the clubhouse will not be allowed.*

*b) Name, surnames, address, DNI, email and contact telephone number of the supporters club members, indicating whether they are FCB members, and in such a case providing their membership number, in order for the Club to be able to interrelate with the members of Official Supporters Clubs and inform them of news and activities of interest to them related with FC BARCELONA and their condition of being supporters club members, by any means or channel, in compliance with the stipulations of article 15 of the Statutes of FC BARCELONA, which includes special consideration for the members of associations that offer support to the aims of FC BARCELONA.*

*c) Data on the interlocutor and/or contact person at the Supporters Club with FC BARCELONA.*

*d) Members of the Governing Board.*

149. This instrument, that will become operational shortly after this Congress, will help with the change of data on the Supporters Club, application for events and for performing two tasks included in the new Supporters Club Regulations: sending the report of activities in the season and completing the census of supporters club members.

150. In the report on activities in the season, as stipulated in section 7 of point III, all activities carried out by the Supporters Club appear, with special importance given to the indication of the holding of the annual assembly and the date of the same.

151. Moreover, via the web, all Official Barça Supporters Clubs can check the data appearing on the archives of FC Barcelona, and the composition of its Governing Board. To make a modification to the same, however, it cannot be done using this instrument as documentation accrediting this change must be provided and validated by the Supporters Club Services Office.

152. To assist with data collection for the census, the Supporters Clubs Department has provided its Official Supporters Clubs with an archive format that will help with the initial upload of supporters club members. But the responsibility for keeping this archive up to date falls upon the Supporters Club itself.

153. Compulsory details for the supporters club members census are name and surname, Id number, D.O.B. and gender. If under 14, with no obligation to hold an ID card, this field will not be compulsory. This reduces requirements of art. 8 of the Supporters Clubs Regulations during this stage of the census.

154. This new website for the management of Barça Supporters Clubs is also accompanied by a user manual that explains all of its functionalities and will make it more user friendly. Moreover, the Supporters Clubs Department will provide technical assistance to help learn to use this instrument.

### **3. Supporters Club Membership Card**

155. Having a Supporters Club Membership Card issued by FC Barcelona has been one of the most long-awaited desires of the supporters movement. The instruments are finally being put into place for this wish to come true.

156. The issue of the Supporters Club Membership Card must necessarily be preceded by a detailed census that will collect all of the data required for it to be printed. Now, following the creation of the instrument for online transactions by the Supporters Club Services Office this can be done. The plan is, in the 2012/2013 season, to receive all of the information in relation to the census of members of all Official Barça Supporters Clubs. In fact, this is a necessary condition to continue being an Official FC Barcelona Supporters Club included in the Supporters Club Regulations.

157. This schedule foresees the ultimate issue of the Supporters Club Membership Card during the period between January 1 and June 30, 2013. Next season the prerogatives offered to the members of a Barça Supporters Clubs through possessing this identification will be revealed.

## **VI. COMMUNICATION AND NEW TECHNOLOGIES**

### **1. Objectives**

158. One of the most important objectives of the Penyes Segle XXI project is to modernize the movement. This modernization necessarily involves introducing new technologies to the Supporters Clubs environment. These new technologies help improve communication and bring the Club closer to its fans, thanks to quick and reliable information that is within easy reach of everybody from anywhere in the world.

159. So this season several projects have been set up that are developing towards getting information to the 1,488 Official Supporters Clubs around the territory, and also to its supporters club members.

### **2. New FC Barcelona website design - Map of Supporters Clubs**

160. On November 3, 2011 the new-look FC Barcelona website saw the light. This new design also incorporates a section for Supporters Clubs, with more functionalities and more information for anybody with an interest in the movement.

161. One of the new features of this new website is the option of recovering all of the news that is regularly sent to Supporters Clubs in the Newsletter and what is called Infopenyes. Now anyone interested in knowing what is happening to Barça Supporters Clubs can quickly access this information.

162. Work has also been completed on designing an interactive map showing all of the locations of all Official FC Barcelona Supporters Clubs. With this map, any Barça fan can find where there is a Supporters Club in the world.

163. This new functionality should help bring Barça supporters together and create bonds between people who travel and would like to enjoy a match with fellow FC Barcelona sympathisers. Moreover, it will help Barça Supporters Clubs promote themselves among the Barça social masses wherever they go and become veritable ambassadors of the Club in their territory.

### **3. Social networks**

164. Social networks have come to play a major role in our society. In fact, according to the latest analysis, FC Barcelona is the sports club with the most followers in the world on Facebook, on Twitter and on Google+. It is the most subscribed to YouTube channel in Spain and just appeared on Tencent Weibo, the most important social network in China, and has made a huge impact.

165. FC Barcelona Supporters Clubs cannot be left out of this new form of communication. It was for this reason that our work this year led us to open Facebook and Twitter pages for the Supporters Clubs Department in early January 2012.

166. Since then, more than 70,000 people have joined the Supporters Club social networks, and who thus receive regular updates in the most important events affecting the movement, as well as different actions involving the Supporters Clubs Department. Periods for applying for tickets, anniversaries and events, information about services and updates on supporters club information are now within easy reach of anybody in the world.

#### **4. Infopenyes and Newsletter**

167. As has now been common for several seasons, the Department of FC Barcelona Supporters Clubs regularly sends information to all Official Supporters Clubs by email. This information is divided into two types: Infopenyes and the Supporters Club Newsletter.

168. Infopenyes offers all news, more or less urgent, that is essential to FCB Supporters Clubs. Periods for application for tickets with or without forms, inscriptions for the Congress, 7-a-side Football Tournament or World Meeting, modifications to regulations or setting up the Campus FCBEscola Penyes are examples of the kind of information that has been offered this season in the 18 Infopenyes sent out.

169. In addition, the Supporters Club Newsletter, which is sent out once a month, is a compilation of the most important events in the supporters movement from the last 30 days.

170. For next season, work is being done to improve this information and make it more effective.

#### **5. Website in other languages**

171. Near the end of the 2011/2012 season, the Club unveiled the Chinese language version of its official website. As part of its strategy for international expansion, FC Barcelona is seeking to reach its supporters all around the planet. However, reaching fans in the most distant part of Asia is not only a plan on a communication level. Social expansion is also a priority of the Club and therefore it has established a plan to expand its Supporters Clubs on an international level.

172. As part of this plan, work is also being done on soon unveiling the FC Barcelona website in other languages, such as Arabic and French.

## **VII. MARKETING**

### **1. Objectives and contents**

173. Self-management of the Supporters Club Movement is one of the major objectives of the present and future. This self-management has already started to be put into practice in many of the areas that directly affect Supporters Clubs, such as the allocation of tickets corresponding to Supporters Clubs.

174. On the basis of this example, for the last two seasons the Club has been creating instruments in order for Supporters Clubs to be able to run their own affairs.

175. But the self-management of the movement aims further than that. For a Supporters Club to be viable, modern, attractive and to promote all kinds of activities it needs to be economically sustainable. Historically, this economic viability has been obtained thanks to membership fees and income from lottery sales, raffles, etc.

176. To move things forward, and obtain more offers, advantageous agreements and extraordinary income, work started this year on some marketing projects to benefit this objective.

177. One of these projects was already included in the Manual of Services, namely that Official FC Barcelona Supporters Clubs get a discount on official Barça products at the store located in the Camp Nou. This discount is 20% as long as the purchase is for more than €600 and payment is in cash.

178. The change for the 2012/2013 season is a new discount applied to the Barça **Online Store**. Internet shopping means that any product can be bought by anybody wherever they are. And this new channel can be reached by any of the almost 1,500 Official Supporters Clubs.

179. Any Supporters Club can shop at the **Online Store** and get a 20% discount, with no minimum purchase. This means that Barça Supporters Clubs will gain an important advantage when purchasing products, and will get them sent directly to their homes.

180. There are other projects that offer no direct financial benefit to the supporters clubs, but do mean that official FC Barcelona projects can be purchased in places distant from traditional stores. The project is the **FCBus Shop**.

181. The **FCBus Shop** is a shop on wheels that has visited a number of towns this year, accompanying Barça players to places where away matches have been played. On these away trips, the indispensable experience, contacts and collaboration of the Supporters Clubs in the different towns and cities has been of major assistance, for they know their towns and cities better than anybody.

182. A new service that the Club is offering its Supporters Clubs is that of obtaining **high resolution photos for the decoration of Supporters Clubs**.

183. The marketing world associated to FC Barcelona also considers the use of the Club image and that of its players.

184. One of the main steps forward in this regard has been the provision to Supporters Clubs, that so require, of high resolution photographs of the Camp Nou to decorate their clubhouses.

185. Clearly, the world of marketing associated to Barça Supporters Clubs is a practically unexplored area, and therefore there is major scope for evolution.

186. Work must continue throughout the 2012/2013 season in search of new proposals and new partners that can offer new products to Barça Supporters Clubs at good prices, and even the possibility of making income by different methods to traditional ones.