

Thursday 12th October 2023

City Matter representatives present

Name	Role
Michael Ash	Over 65s
Angela Worrall	Season Ticket Members
Kevin Parker	Official Supporters Club
Simon Walker (via Teams)	Seasonal Hospitality
Mark Todd (via Teams)	Disabled fans
Lee Broadstock	LGBTQ+
Daniel Bowdler	Families
Alex Howell	Under 25s (Chair)
Jayne Comer	Women
Mohammed Ullah	Black, Asian or of Mixed Heritage

Manchester City representatives present

Name	Role
Danny Wilson	Managing Director –Manchester City Operations & Nominated Board Level Official for Fan Engagement
Elliot Ward	Head of Corporate Communications
Jonathan Lingham	Director of Commercial & Fan Support
Francine Warburton	Head of Fan Support
Chris Coram	System Product Manager
Lee Dearden	Fan Support Manager
Linzie Bailey-Brown	Fan Support Manager
Jo Becker	Accessibility Lead
Jen Bunney	Disabled Liaison Officer
Andrew Gilligan	Director of FX Analytics and Insights
Chloe Jordan	Journey Analyst
Rachael Lomax	Head of Fan Journey – Matchday
Scott Williams	Head of Product - Ticketing
Josh Hore	Head of Product - Membership
Sanjeev Shewhorak	Director of Fan Technology Solutions
Derek Harvie	Head of Fan Technology Solution Design
Justin Brett	Equality & Inclusion Lead

Apologies

Name	Title
Hannah Whipday	Fan Operations & Success Manager
Serena Gosling	Director of Integrated Fan Experience and Retail & Licensing
Heather Leigh	Director of Product

Agenda

1. Welcome
 2. City Matters representatives' update
 3. Organisation update: Fan Support team and service
 4. An introduction to Integrated Fan Experience
 5. How we engage with fans to understand their experience
 6. Sub-group breakout sessions
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Welcome

Danny Wilson, Managing Director - Manchester City Operations welcomes City Matters representatives to the first full-group meeting of the 2023/24 season.

Today's first full group meeting will focus on 3 areas included in the Fan Engagement Plan.

- The Club's vision and objectives
- Operational matchday issues of concern to fans
- Equality, diversity and inclusion commitments

The meeting will also include an introduction to sub-groups and an overview of subjects that will be covered this season.

Future meetings this season will align with the format documented in the Fan Engagement Plan.

City Matter representatives update

Following nominations and vote held by City Matters representatives, Alex Howell was formally appointed as City Matters Chair for the 2023/24 season.

Lee Broadstock has been appointed as the new LGBTQ+ representative by Canal Street Blues following a vote held by its membership.

Organisation updates: Fan Support team and service

The Club formally introduced Jo Becker as Accessibility Lead and confirmed she will be starting her role on 30th October 2023.

Fan Support provided a service level update, which included the average wait and response times for calls, email and social media contacts.

Fan representatives suggested the introduction of a Service Level Agreement (SLA), which could be published so fans have a better understanding of the wait and response times the Club is working to for each method of communication.

The Club confirmed that it is already having discussions about the introduction of SLAs and will bring an update to the next full-group meeting.

The Club explained its recent decision to bring all service operations in-house and remove third party providers who traditionally gave the Club's service team additional support. As a result of this move the Club believes fans will experience an improvement in service as each operative will be fully integrated into the Fan Support department.

Fan representatives requested the figures from 2022/23 season in order to compare them to the 2023/24 season along with the types of queries that the Club has received in the first part of this season. They also asked about duplication of queries i.e. social media and emails being sent at the same time. The Club confirmed this does happen.

Fan representatives shared positive feedback about the quality of service from the Fan Support team but highlighted that the feedback they are receiving suggests the phone service's reputation could be further improved.

The Club confirmed it will continue to share qualitative and quantitative feedback with fan representatives as part of a quarterly update on service levels at full-group meetings.

An introduction to Integrated Fan Experience (IFX)

The Club provided an overview of its new internal department – Integrated Fan Experience. It explained how the team will connect and collaborate with various departments at the Club in a cross functional way with fan experience as its focus.

IFX includes the matchday journey that fans take, their experience at the stadium and their experience of engaging with the Club when they are not at the stadium on a matchday.

Fan representatives have received queries from fans regarding the matchday experience and would like to know where to share this feedback. The Club confirmed that fan representatives should continue to gather information from fans directly and share this with the Club via sub-group and full-group meetings. In addition, the Club sends out matchday surveys and conducts focus groups to gather feedback. Further channels for feedback will also be introduced and the Club will share further information about this at a future meeting.

IFX will be one of the Club's designated sub-groups this season.

Section Four: How we engage with fans

The Club's Fan Experience & Analytics Insights department presented an overview their team structure and their focus on gathering insight and data to assist the Club in improving the fan experience. They explained that Fan Experience Analytics & Insights provide an accurate understanding of the Club's fanbase, including satisfaction with products and experiences.

The Club explained how it regularly monitors fan feedback through the Member Satisfaction Survey and the Matchday Satisfaction Survey. This includes matters ranging from catering and queues to the overall matchday experience and on pitch performance. The Club noted that over the season 151,000 unique match attenders receive Matchday Satisfaction Survey with 60,000 surveyed for the Member Satisfaction.

Fan representatives queried the response rate and Club confirmed this was around 15%, which is above industry average of around 5%.

Fan representatives queried whether factors other than the result on the pitch affect the overall rating for the overall matchday experience and whether or not the Club compares and cross references the data gathered with other surveys. The Club confirmed survey results are compared over time and with previous seasons.

City Matters questioned how useful the information is given it seems to reflect performance on the pitch. The Club responded with the example of food and beverage survey results not being impacted by pitch performance.

Section Five: Subgroup breakout sessions

Club representatives and City Matters representatives broke out into subgroups for a 35-minute session on the agreed themes for the 2023/24 Season. This provided Club representatives with an opportunity to share information on the topics that have been selected in more detail in preparation for sub-group meetings throughout the season.

The objective is to work on a subject over an extended period of time to enable quality feedback and insight to be gathered from City Matters representatives.

A summary of the sub-group topics and the City Matters representatives who will participated in each sub-group are displayed below.

	Integrated Fan Experience – Matchday	Ticketing & Membership	Equality, Diversity & Inclusion
Summary	This will include the ongoing matchday experience at the Etihad Stadium this season as well as the development of the stadium	This will include seasonal and match-by-match products and membership for both General Admission and Hospitality	This will include all aspects of fan facing activity with an overall objective of further developing our inclusive work across the Club
Topics to cover this season	Getting to and from the match. Food and beverage improvements	Managing My Season Ticket when I can't attend. Ticket Exchange (TX) and Transfer Ticket Access & Prioritisation (Home Matches)	Reporting / Tackling discrimination and fan education initiatives How to make the matchday fan base more inclusive. Including actions with from the Access Audit 2023

City Matters sub-group representatives			
1	Under 25s Alex Howell	Families Dan Bowdler	Black, Asian or of Mixed Heritage Mohammad Ullah
2	Seasonal Hospitality Simon Walker	Disabled Fans Mark Todd	LGBTQ+ Lee Broadstock
3	Families Dan Bowdler	Official Supporters Clubs Kevin Parker	Women Jayne Comer
4	Women Jayne Comer	Over 65s Michael Ash	Season Ticket Members Angela Worrall

Matchday Experience sub-group

The Club talked through an example of how IFX has been used with a real life matchday example and explained how they will work with fan representatives this season to share data and insights. The Matchday Experience sub-group will also have the opportunity to see how the insights gathered through this process are applied to various Club projects. They will also be able to share the feedback received from the fans they represent with the Club.

As part of the IFX approach points of enjoyment and points of potential difficulty are mapped and analysed. As an example, this could include queuing for food and beverage at half-time.

Fan representatives asked how these points of difficulty are calculated. The Club explained these are taken from a range of sources including first person experiences as well as matchday surveys and other feedback methods.

As part of this sub-group, the Club will bring in-depth summaries of each point in the mapping process to the group for discussion. The Club will also work with the sub-group to look more closely as these various points broken down by each stand to see if similar patterns are evident stadium wide.

Ticketing & Membership sub-group

Introductions between Club representatives and City Matters representatives and confirmation of the topics for the 2023/24 season.

The Club presented the key areas of focus for this season. Fan representatives queried why away games were not included in these areas. The Club explained that the focus for the 2023/24 season would solely focus on ticketing matters related to the Etihad Stadium.

The Club also confirmed that any ad-hoc discussions on away games could be covered in AOB (any other business) and that topics for future seasons will be discussed towards the end of 2023/24.

The Club presented results from its Managing My Membership survey focused on Ticket Exchange and Transfers.

Fan representatives raised concerns about only being able to strongly link with one person in Friends & Family (F&F). The Club explained that although fans can only link to one group, multiple people can be included within the group. It was agreed this topic will be taken forward for further discussion.

Fan representatives raised concerns about data sharing through F&F with the Club confirming that no data is shared between fans linked through F&F. Fan representatives also suggested that a linked way to see F&F ticket points would be helpful when purchasing. The Club will look into this and provide an update noting the above point on data sharing.

Fan representatives shared the view the process for Ticket Exchange can be long and this could deter fans from using it, making the recommendation that an App would be an improvement. Feedback from the use of UEFA App for the UCL final was shared with the Club on this point.

Club agreed to look into analysing the Ticket Exchange survey results in more detail by fan on who is using it and not.

Fan representatives also suggested rewarding fans for their first-time use of the Ticket Exchange.

Equality, Diversity & Inclusion sub-group

Introductions between Club representatives and City Matters representatives and confirmation of the topics for the 2023/24 season.

Fan representatives asked for more detail on what the Access Audit is and the purpose of it. The Club provided further detail and explained how this will be used to improve the provision the Club offers to fans with access requirements.

The group discussed younger fans and how it is important for the Club to remove barriers to access football for everyone.

Fan representatives noted that they were not fully aware of all of the provisions offered for fans on matchday, whether that is Halal food to the sensory room. As a result of this conversation, fan representatives suggested they begin to gather feedback to gauge levels of awareness.

The Club shared data with fan representatives detailing the demographic of fans attending matches. The Club will work with the sub-group to gather more qualitative data throughout the season to include the experience of fans attending games at the Etihad Stadium.

Next full-group meeting: Thursday 14th December 2023