



MANCHESTER CITY

FAN ENGAGEMENT END OF SEASON REPORT

2023/24 SEASON



**CITY
MATTERS**

MANCHESTER CITY'S FAN ENGAGEMENT REPORT FOR THE 2023/24 SEASON.

This report shows the engagement delivered with the Club's formal fan engagement network, City Matters and how the Club has engaged with the fan base overall.



OUR FAN ENGAGEMENT PROGRAMME

City Matters exists to provide a structured forum for Manchester City fans to engage with senior Club representatives in a constructive manner, and in an environment where ideas and feedback can be shared and discussed, relating to topics which directly impact the fan experience.

Alongside this, it provides fans with an opportunity to influence new initiatives which are introduced at the Club as well as reviewing and developing existing operations.

City Matters is also used as a platform for the Club to share information about wider Club strategy and ongoing projects with its fans.

Specifically, the aims of the network can be summarised as follows:

- To set up a constructive communication channel between Manchester City and its fans
- To provide Manchester City with a platform to discuss new ideas with fans and seek their feedback on new initiatives
- To give fans the opportunity to present new ideas and suggestions directly to Manchester City



CITY MATTERS MEETINGS

The Fan Engagement Plan published on 30th August 2023, outlined that the full group of City Matters fan representatives would meet with senior Club representatives four times per season.

The meetings scheduled in October 2023, December 2023, March 2024, and May 2024 took place in person at the Etihad Campus and below is a summary of the meeting agendas, attendees and links to published meeting minutes.

MEETING ONE:

The first meeting, held on Thursday 12th October 2023 focused on how the Club is developing the organisation to focus on Fan Experience at the core of what we do.

The first half of the meeting included an introduction to the Integrated Fan Experience Department along with a detailed overview by our Research and Insights team on how we engage with fans to understand their experience. This overview demonstrated how we engage with the wider fan base to understand experience and sentiment and how we planned to bring this insight into the sub-group discussions.

The second half of the meeting allowed for breakout sessions into the sub-groups for discussion on the themes for the season.

These discussions were important and enabled the Club to share its vision and objectives and provided fan representatives with the background they would need to feed into topics that would be discussed during the season.

Further detailed information about what was discussed during the meeting, alongside the list of attendees, can be found at www.mancity.com/citymatters.

MEETING TWO:

Taking place on Thursday 14th December 2023, the agenda included an overview for the wider City Matters group on the Food & Beverage Trials which the Matchday Experience group had discussed in detail in the sub-group meeting.

Having published the 2022/23 Annual Report, the group were provided with an overview and summary of key areas of the report and offered the opportunity to ask any questions relating to the report.

City Matters raised Ticket Points as an agenda item which the group discussed. The Club asked for clarity on what specifically about ticket points they were looking to discuss. City Matters clarified to ensure the ticket point system rewards attendance and ensures that supporters can move up and down the ladder appropriately. The group also highlighted a broader range of ticket-related matters they wished to discuss in future sub-group meetings.

The group agreed to hold a fan representatives only meeting dedicated to the topic to agree a detailed proposal. The results of this were shared with the Club and the topic was taken forward as a key item for the 2024/25 season.

Further detailed information about what was discussed during the meeting, alongside the list of attendees, can be found at www.mancity.com/citymatters.

MEETING THREE:

At meeting three, held on Thursday 14th March 2024, City in the Community presented an overview of the work they do in the community and discussed with the group how they can use their platform to raise awareness and get involved in engaging with the local community.

Following discussions with the Ticketing & Membership sub-group in January and February about Season Tickets for 2024/25, the topic was presented and discussed with the full City Matters group. During this discussion, representatives shared feedback on a wide range of topics and several objections were raised against the Club's decisions.

The Club presented the City Matters Forum to the group which would be trialed throughout the remainder of the season. The City Matters Forum has been created as a way for fan representatives and the Club to communicate in a structured way that is visible to all stakeholders (Club and fans) within the City Matters programme. This forum is only available to the Club and City Matters Representatives

Special guests at this meeting included Tommy Guthrie and Levi Harris from the Premier League Fan Engagement team.

Further detailed information about what was discussed during the meeting, alongside the list of attendees, can be found at www.mancity.com/citymatters.

MEETING FOUR:

The final full group meeting took place on Thursday 16th May 2024, with the full session dedicated to an in-depth discussion between the Club and City Matters representatives about the group's Ticket Points recommendations.

The meeting included constructive conversations, working through the principles, troubleshooting issues and discussion on viable solutions. City Matters requested a timeline against which this topic will be discussed and where agreed changes will be delivered.

The Club has committed to including Ticket Points as an agreed and formal topic to work with City Matters on through the Ticketing & Membership sub-group throughout the 2024/25 season, with an objective of introducing changes to the existing structure and model of Ticket Points.

Ahead of the 2024/25 season, the Club will review and research the proposals and present its feedback and findings to the Ticketing & Membership sub-group which will meet twice before December 2024.

Further detailed information about what was discussed during the meeting, alongside the list of attendees, can be found at www.mancity.com/citymatters.



QUARTERLY SERVICE UPDATES

The Club were keen to share Fan Support service updates with the group on a quarterly basis. This was important, to provide a consistent update following some changes implemented to ensure fans had a detailed understanding and awareness of service levels, which is an important topic for fans. Information which has been shared at each full meeting has included:

- CSAT Scores (Customer Satisfaction)
- One-Touch Score (how many contacts from fans are resolved on first contact)
- Number of calls, emails and social media messages received
- Average waiting time on calls, emails and social media messages

Fan Support have also updated the group on initiatives to improve the service we are offering to our fans.

- Closing the third-party call centre in July 2023 and operating seven days a week with Manchester City staff
- Changes to opening hours to enable a daily briefing to the Fan Support team to improve the quality of the service and information shared with fans
- Customer Service training – putting the fan experience on each interaction as priority
- Guest speakers from around the Club to develop the team’s knowledge on all Manchester City operations. This includes ticketing, food and beverage, travel and our online digital platforms such as City+



OUR SUB-GROUPS

The sub-groups were designed to provide a forum for subject matter leads from the Club to engage with a smaller group of fan representatives on topics in greater depth.

To focus discussion within the sub-group and deliver meaningful engagement, themes were created along with specific topics for the season. The sub-groups will remain in place and the topics discussed each season will be reviewed as part of the new season plan.

City Matter representatives were also able to attend any sub-group meeting as observers.

In addition to the full and sub-group meetings with the Club, City Matters representatives met on a monthly basis.

SUB-GROUPS	INTEGRATED FAN EXPERIENCE - MATCHDAY	TICKETING & MEMBERSHIP	EQUALITY, DIVERSITY & INCLUSION
Fan engagement plan detail	This included the ongoing matchday experience at the Etihad Stadium this season as well as the development of the stadium	This included seasonal and match-by-match products and membership for both General Admission and Hospitality	This included all aspects of fan facing activity with an overall objective of further developing our inclusive work across the Club
Theme for 2023/24 Season	Ongoing improvements to the matchday experience	Maximising ticket usage	Creating a more diverse & inclusive environment for fans on matchday
Topics to cover in the 2023/24 Season	Getting to and from the match F&B innovation	Managing My Season Ticket when I can't attend. Ticket Exchange and Ticket Transfer Ticket Access & Prioritisation at home matches	Reporting / tackling discrimination and fan education initiatives – how City Matters representatives can help How to make the matchday fan base more diverse. Including actions from the Access Audit 2023



In the first season of having a dedicated Matchday Experience sub-group covering the men's matchday, it has proved an extremely valuable forum to have the opportunity to delve into greater detail with fan representatives on the topics that are most meaningful to the fan base on a matchday. The group has collectively worked to better understand all the fan sentiment we collect and how we as a Club take a data driven fan centric approach to improving fan experience, ensuring we prioritise the needs of our fans.

Food and Beverage, and Travel and Transport were collectively identified as the key areas to focus on throughout the season. Structured dialogue between the Club and the fan representatives has led to some fruitful information sharing and meaningful changes on both topics.

Some examples of the things we have covered and fed into as a group include: the launch and experience of the new matchday bus service, new initiatives to improve wait times for food and drink (e.g. Ebars), exploration of discounts and loyalty schemes for food and drink.

In addition, we have had spotlight sessions on specific areas of the matchday operation including the event production that goes into a matchday, the role of a Playmaker, safeguarding and our internal mystery shop function. The spotlights have run with the intention of ensuring fan representatives feel able to advocate for fan led improvements, but also so they feel well prepared and supported to answer the questions of those they represent.

Overall, it has been positive to have dedicated meetings to delve in more depth into the core components of matchday that fans most value.

MATCHDAY EXPERIENCE

This included the matchday experience at the Etihad Stadium this season (2023/24) as well as the development of the stadium.

The City Matters representatives in this sub-group were:

ALEX HOWELL

Under 25's



SIMON WALKER

Seasonal Hospitality



DAN BOWDLER

Families



JAYNE COMER

Womens



Club representatives who worked with City Matters representatives in this sub-group were:

RACHAEL LOMAX

Head of Fan Journey

TONY HUGHES

Journey Analysis Manager

SERENA GOSLING

Director of Integrated Fan Experience and Retail & Licensing

HANNAH WHIPDAY

Fan Operations & Success Manager

TICKETING AND MEMBERSHIP

This included seasonal and match-by-match products and membership for both General Admission and Hospitality.

The City Matters representatives in this sub-group were:

MARK TODD

Disabled Fans



KEVIN PARKER

Official Supporters Club



DAN BOWDLER

Families



MICHAEL ASH

Over 65's



Club representatives who worked with City Matters representatives in this sub-group were:

HEATHER LEIGH

Director of Product

SCOTT WILLIAMS

Head of Product - Ticketing

JONATHAN LINGHAM

Director of Fan Support and Commercial

JOSH HORE

Head of Product - Memberships

FRAN WARBUTON

Head of Fan Support

CHRIS CORAM

System Product Manager

DEREK HARVIE

Head of Technology Solution Design

The Ticketing and Membership sub-group provided an effective platform for the Club to share information, ideas, and ongoing projects with City Matters representatives, and to gather their feedback on various ticketing and membership issues. This sub-group provided a structured communication channel through regular meetings, phone, and email, allowing City Matters to present innovative ideas and suggestions to the Club. For the 2023/24 season, the sub-group focused on two key themes: managing Season Tickets when fans cannot attend matches, and ticket access and prioritisation for home matches. These themes were agenda items for each meeting, fostering collaboration, discussion, and lively debates.

While there were sometimes differences of opinion, these lively debates have ensured we continue to hear a range of viewpoints on the issues important to fans.

Regarding the management of Season Tickets, the Club presented updates on the Ticket Exchange and Ticket Transfer systems, highlighting improvements in the user experience that have increased the use of these functions. Discussions aimed at reducing Season Ticket Member no-shows led to enhanced communication plans to inform fans about available options. Fan feedback, survey data and usage statistics were shared to guide these discussions.

In a collaborative effort to maximise ticket usage, the Club worked closely with representatives to agree on a new minimum required number of matches fans must attend, or list or transfer their ticket for. The aim of this increased policy was to further incentivise fans to make sure their ticket is used in some way. Following lengthy discussions around the possible number of matches, the Club and representatives agreed that 14 matches would be appropriate. Where relevant the Club will work with fans for exceptions to the policy on a case-by-case basis.

As part of the effort to maximise ticket usage, representatives informed the Club that the requirement for fans to list/transfer their ticket no later than 24 hours before kick-off did not always provide the necessary flexibility and could be improved. As a direct result of this feedback, the Club amended its policy so fans can now list their seat until six hours before kick-off.

On the theme of ticket access and prioritisation, the Club and City Matters engaged in ongoing dialogue about the staggered sales windows for fixtures and the criteria for ticket purchases. These discussions were held in sub-group meetings and ahead of key periods in the ticketing calendar, such as the release of Premier League tickets and Cup draws.

Beyond these primary themes, the sub-group also consulted on a variety of other matters, including product development, strategies to attract more junior fans and the allocation of ticket points.

The group were consulted on the Season Ticket Member treble winners medals which we delivered to more than 26,000 fans.

There was a discussion of the number of Junior Season Tickets, and what the Club is doing to grow this figure. Following the conversations, the group collectively devised a new initiative for the 2024/25 season which saw an allocation of Flexi-Gold Season Tickets reserved for existing Junior Members.

Through discussions with the sub-group, the Ticketing & Membership representatives also helped shape the Club's new Flexi-Gold Season Ticket which has been introduced ahead of the 2024/25 season.

City Matters raised concerns around purchasing multiple matches at the start of the season. (All games on sale in July) and the impact on groups/families purchasing at one time. As a direct result of this feedback, for the 2024/25 season, the Club has introduced a second sales window three weeks before the relevant match.



The EDI sub-group for the 2023/24 season covered several topics across the four meetings, including:

- Fan discriminatory behaviour at the Etihad Stadium, with reporting from the beginning to the end of the season.
- Racism and discrimination in football, with guest speaker Alan Bush from Kick It Out.
- Success report about a Muslim Women’s Focus Group and matchday attendance.
- A summary of the Etihad and Joie Stadium access audits, and subsequent / ongoing work to deliver accessibility improvements.
- Men’s mental health, with guest speaker Dan Rowe from Andy’s Man Club.

Throughout the season, the group also discussed the plan for and outcomes of events supporting:

- LGBTQ+ History Month - February
- Level Playing Field Week of Action – February/March
- International Women’s Day - March
- Ramadan – March/April

The sessions were collaborative, with City Matters representatives active outside of the sub-group meetings as well, making this a collaborative effort.

In the final sub-group meeting of the season, the group discussed how they felt the meetings had gone throughout 2023/24 and were unanimous in praising the range of topics covered. Collectively, we reviewed the areas we had worked on and identified potential gaps or areas of focus for 2024/25, allowing members to begin to set next season’s agenda for the EDI sub-group.

EQUALITY, DIVERSITY, AND INCLUSION

This included all aspects of fan facing activity with an overall objective of further developing our inclusive work across the Club.

The City Matters representatives in this sub-group were:

JAYNE COMER

Womens



MOHAMMED ULLAH

Black, Asian or of Mixed Heritage



LEE BROADSTOCK

LGBTQ+



ANGELA WORRELL

Season Ticket Members



Club representatives who worked with City Matters representatives in this sub-group were:

JUSTIN BRETT

Equality, Diversity & Inclusion Lead

JO BECKER

Accessibility Lead

ZARAH SHAH

Equality, Diversity & Inclusion Executive

REECE MUNDY

Fan Communications Executive



Image Note: Example of the City Matters Forum where representatives from both City Matters and the Club can post information, ask questions and actively discuss a range of topics.

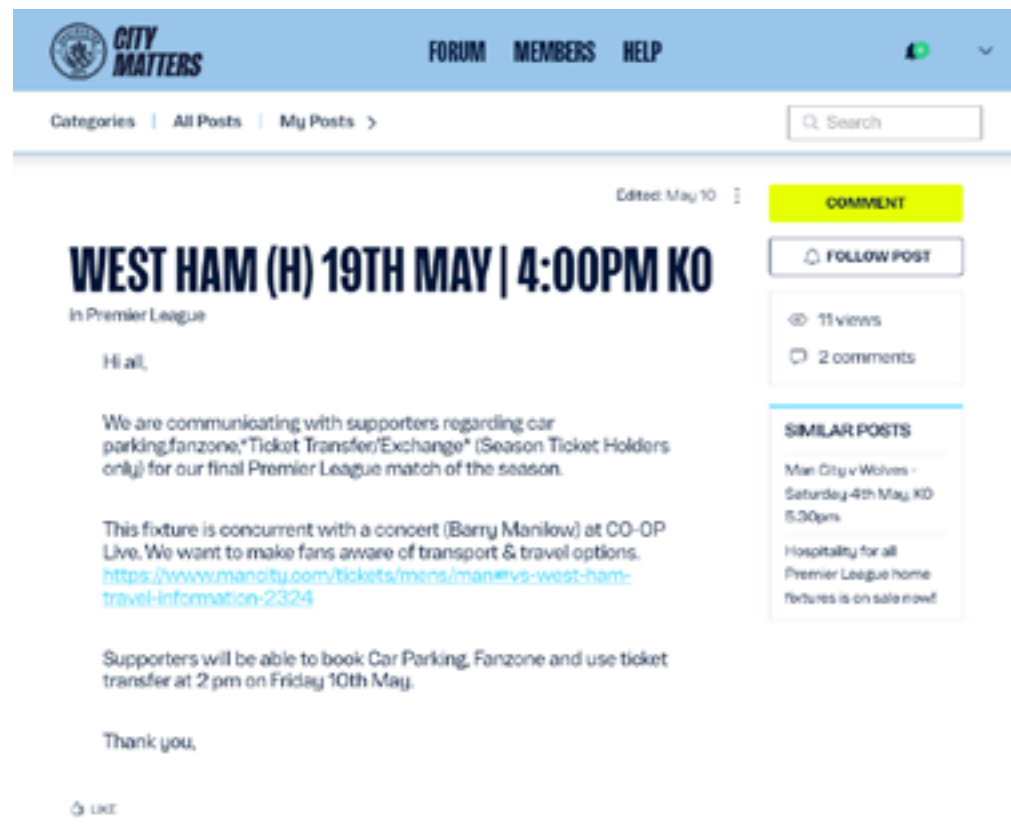


Image Note: An example of a discussion thread in the City Matters Forum.

CITY MATTERS FORUM

The City Matters Forum has been created as a way for fan representatives and the Club to communicate in a structured way that is visible to all stakeholders (Club and fan representatives) within the City Matters programme.

To deliver the forum to the group, engagement from various departments in the Club including Fan Support, Communications and Fan Technology was required.

Using the forum allows for an efficient way of communication and gives fan representatives the ability to look back on previous information and have all engagement visible in a structured and transparent way.

The forum is split into categories between each sub-group along with an area for Club updates, fan communications, Manchester City Women & City in the Community.

Future development of the forum will include a fan representative's hub where they can access onboarding content and help and guidance on being a fan representative.

The Club and City Matters representatives are also in regular contact via email and phone calls.



OUR COMMITMENT TO WIDER ENGAGEMENT

Over the course of the season, the Club has engaged with fans to keep them up to date in a number of ways.

MANCHESTER CITY DISABLED SUPPORTERS ASSOCIATION

In 2023, the Disabled Supporters Association (DSA) was relaunched at Manchester City. The DSA exists to represent and support all disabled Manchester City fans, regardless of their disability or location. The group was originally founded in 1999 and the recent relaunch comes ahead of their 25th anniversary this year.



CITY MATTERS



Image note: Danny Wilson speaking at the OSC Annual Dinner March 2024 to celebrate their 75th anniversary.



Image note: Chesterfield OSC hosting the Treble Trophies in August 2023, the first OSC in the UK to have all three at their venue.

ATTENDED MEETINGS AND EVENTS WITH OFFICIAL SUPPORTERS CLUBS

OSC ENGAGEMENT IN THE UK

Several events have been hosted in Manchester exclusive to OSC branches.

- A season launch event before the first home game, with 130 members (from 30 branches) invited to CFA HQ to see the trophies and have a Q&A with Steve Howey and Steph Houghton
- In June, 150 OSC members from across Greater Manchester were invited to see the Treble Trophies at CFA HQ.
- The OSC Annual Dinner was held in March 2024 to celebrate their 75th anniversary. 500 members, staff and former players were invited to the fundraising event which raised £20,000 for City in the Community.
- The OSC Annual General Meeting was hosted at the Etihad Stadium in August 2023 with 200 branch committee members in attendance.
- Over the season, the Club continued to host monthly OSC Executive Committee meetings at CFA HQ.



Image note: Official Supporters Club Annual Dinner, celebrating 75 years.



Image note: The newly established Blue Crescent OSC branch attending a match together at the Etihad Stadium.

SOME STATS ON OFFICIAL SUPPORTERS CLUBS

- 61 branches across England & Scotland were visited by the 'Treble Trophies' during the season, at no cost to fans. A further 17 branches were visited during 'Trophy Tour' visits to Ireland and Northern Ireland.
- The annual Pride flag raising took place at the end of August, attended by Club executives, representatives from Canal Street Blues and Man City Women's Supporters Club.
- Lee Broadstock, LGBTQ+ representative and member of Canal Street Blues was interviewed by the Club to talk about his experiences as a fan of the Club and a member of the LGBTQ+ community. This interview was published on the Club website [here](#).
- The Club facilitated several community trophy visits with four OSC members receiving home visits during the season.
- The Club welcomed five branches on matchday to receive commemorative gifts to celebrate 25-year anniversaries. A further eight branches received a one-year plaque in similar presentation.
- 18 new branches were established in the UK during the 2023/24 season.



Image note: Shillong Cityzens at an OSC exclusive football tournament in Kochi. Event was part of the Kochi stop on the Club's Treble Trophy Tour.



Image note: Citizens Brasil branch pose for picture during the Club's Treble Trophy Tour. Delivered football tournament for the branch collaboratively with fan groups from Bahia.



Image note: Shaun Wright-Phillips presents the Crete Blues branch with their commemorative plaque celebrating the branch's 1st anniversary. Presentation took place at OSC exclusive event for local and travelling OSC members in Athens for the UEFA Super Cup.

GLOBAL OSC ENGAGEMENT

Across the 2023/24 season the Club engaged with branches in 19 different countries whilst on pre-season and 'Treble Trophy Tour'. This included access to exclusive events and priority access to the 'Treble Trophies'. Highlights include:

- The delivery of football tournaments exclusive to OSC members in India and Brazil.
- Bespoke flags for branches in Japan and Korea to celebrate the pre-season tour.
- An event in Athens for OSC, where 200 local and travelling OSC members were able to meet and see the trophies.
- Local OSC members were invited to exclusive Kevin De Bruyne meet and greet in Belgium.

During the build-up to the FA Cup Final in May 2024, we published an interactive digital map, highlighting 88 OSC watch parties around the world. We also sent all branches a poster and bespoke thank you card for their support this season. Members from our German and French branches were included in promotional material for our 2024/25 PUMA home kit launch.

Several branches were invited to appear on the Club's Match Day Live Show, including Washington DC, Basel, Norway and Denmark, and El Paz.

'Win a Trip' competitions saw members from around the world win an exclusive opportunity to travel to Manchester. Members from Norway, Brasil, USA, and Poland attended the Arsenal game in March, as well as the OSC anniversary dinner.

FAN EXPERIENCE SURVEYS - AND GATHERING FEEDBACK

The Club regularly invite fans to participate in research activities such as surveys, interviews, and focus groups about their experience of following City. In each quarterly City Matters meeting in 2023/24, the Club shared research findings to update the representatives about how our fans are feeling. This included insights from the Member Satisfaction Survey (with approx. 10,000 responses from Season Ticket Members and Cityzens Members) and the Matchday Experience Survey (with approx. 15,000 responses from match attenders). City Matters were informed about the most positive and negative themes of feedback, as well as hearing how fans rate specific elements such as the catering service, transport, and atmosphere. The fan representatives also had opportunities to share their own reflections in focus groups facilitated by the Club's fan research team, which were a regular feature of the sub-group meeting agendas.

In the 2023/24 season, around 200,000 fans took part in online surveys to share their opinions on topics such as Cityzens Membership, Stadium Tours, Merchandise, CITY+, and the Club's official website and app.

In addition, a further 130 fans took part in focus groups and interviews to have in-depth discussions around topics such as the future development of the stadium and new types of memberships. The feedback helps the Club make better decisions and find new ways to improve the experience for City fans everywhere.



SHARING NEWS VIA DIRECT EMAIL, THE OFFICIAL CLUB NEWSLETTER AND WIDER CLUB CONTENT CHANNELS AND PLATFORMS

Throughout the 2023/24 Season, we have actively engaged with our fans by sharing news and valuable information through various direct channels, email, SMS, app notifications, and wider Club content platforms. The types of campaigns broadcast include:

- **Club News:** Friday's weekly Club Newsletter contains the latest news, videos, and behind-the-scenes action. Additionally, fans hear from us through breaking news campaigns and match highlights/reports.
- **Partnerships:** Special offers and news from our official partners.
- **Research Projects:** Opportunities for fans to participate in surveys to share feedback and ideas with the Club.
- **Retail:** Special offers and new product launches, including merchandise from our official online shop.
- **Ticketing:** Latest ticket news, including hospitality, Memberships, and stadium tours.
- **Official Supporters Clubs:** Exclusive news from our fan community, including competitions and rewards.
- **Official Supporters Clubs:** Exclusive news from our fan community, including competitions and rewards.

Image note: City Matters attending a meeting in August 2023 at the City Football Academy HQ.



SUPPORTER CHARTER

As detailed in the Fan Engagement Plan, the Club's Supporter Charter contains a wide range of information about the Club and its policies as they relate to fans and the matchday, including:

- Matchday information
- Ticketing
- Sanctions and bans policy
- Access and Safeguarding
- Club contract details - including Supporter Liaison Officer, Disabled Access Officer, and Fan Support
- Equality and Diversity
- Complaints Procedure

You can read the full Supporter Charter by clicking [here](#).



