

FC BARCELONA SUPPORTERS' CLUBS CONVENTION 2013

KEYNOTE SPEECH

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I. GEOGRAPHICAL ORGANIZATION

Goals

1. The 2012 Convention lecture proposed the development of the Supporters' Clubs Movement organizational model, providing a harmonized legal framework. This has been developed during the period between Conventions, concurrently with the supporters' census process.
2. This process, not without its challenges, is practically complete. In 2013 the Supporters' Clubs Movement will already have a collective identity, created by the consolidation, transformation or creation (depending on the starting point for each area) of the Regional Federations; as well as an individual identity, once the deadline for clubs to submit their members' details has ended.
3. FC Barcelona's commitment to recognizing Regional Federations is already a reality as is reflected in the Supporters' Clubs Regulations.

FC Barcelona Federation of Supporters' Clubs Assembly

4. The democratic representation model for the new organization of the Supporters' Clubs Movement starts with the Supporters' Club, continues with the Regional Federation and finishes with the Convention (each of these structures containing management and management control functions).
5. The Regional Federation represents the Supporters' Clubs Movement within its geographical area. Its goal is to promote regional implementation and decentralization; and to apply the decisions of the Supporters' Clubs Movement in all its management activities. The Regional Federation must establish public relations mechanisms, promote growth and ensure a good relationship with other higher level Supporters' Clubs Movement organizations.
6. The Regional Federation comprises Supporters' Clubs, which will be the organizations where supporters are registered. All the Supporters' Clubs must be affiliated to their region's Federation, with the exceptions provided for in the Regulations.
7. All supporters clubs must join their area's federation before December 31, 2013. In case one has not, with no supported argument, the supporters club may be temporarily unregistered as an official FC Barcelona supporters club, according to the Supporters Clubs regulations
8. The management bodies for the Regional Federations are the Assembly and Board of Directors.
9. The Assembly is the highest body in the Supporters' Clubs Movement within its regional area and its members must be democratically elected Supporters' Clubs representatives -elected proportionately to the supporter census for each Supporters' Club - with the guarantee that every Supporters' Club will have a representative at the Assembly.

10. This, in summary, is what we had proposed in the 2012 keynote speech. The representation ratio according to the number of supporters was then established.
11. With the aim of achieving diverse representation at the Assembly so that it is not subject to the predominance of the larger Supporters' Clubs with the greatest number of members, and reflecting the diversity of each Supporters' Club and Municipality, the following proportional parameters are proposed:
 - a. The top 10% of the Federation's affiliated Supporters' Clubs with the greatest number of supporters in the census will have three representatives at the Assembly.
 - b. The next largest 20% of the Federation's affiliated Supporters' Clubs (with the next greatest number of supporters in the census) will have two representatives at the Assembly.
 - c. The remaining Supporters' Clubs affiliated to the Federation will have one representative at the Assembly.
12. The General Assembly is the Federation's sovereign body; its members belong by their own inalienable right.
13. In any event, representation at the Assembly must be in person. Each Supporters' Club member of the Federation may be represented at the Assembly by its President and/or Vice-President and/or its Secretary. Only if these cannot attend may they delegate their functions to another member of the Board of Directors.
14. Representation at the Assembly will be allocated on the basis of the supporters' census which will close when the first Federation annual general Assembly is called and which will be maintained throughout that year.

New Worldwide organization

15. The growth of the Supporters' Clubs Movement in the world is necessary and unstoppable. The profile of the Barça trademark, thanks to the exceptional sporting moment we are living, to the imbued values that are inherent to our character and our country, reaches much further than we could have dreamed of some time ago. New technologies facilitate the Club's universal profile, its project and also the unique regional organization of Barcelona fans in Supporters' Clubs.
16. The Supporters' Clubs Movement is a unique proposal that was born with the goal of sharing the feeling of wanting these colours, this history, these values, which are much more than sport, prizes or ephemeral glory.
17. The Supporters' Clubs Movement currently organized in Regional Federations in Zone 1 (Catalan-speaking areas) and Zone 2 (remaining Regions of Spain); should be extended to create Regional Federations in Zone 3 (Worldwide).
18. In this regard we propose that world Regional Federations are officially grouped by continents, with headquarters in the country with the greatest number of supporters registered. The Board of Directors of each of the continental federations must follow

the same election procedures that we have established for the Regional Federations in Zones 1 and 2.

19. Continental Federations in the Worldwide zone will be represented at the Supporters' Clubs Council. In order to facilitate participation in this body, the ex-officio representative will be the president of the FC Barcelona European Supporters' Clubs Federation and his or her replacement will likewise be chosen amongst the Board members of this Federation.
20. The organization of the Supporters' Clubs Movement must in time establish a Confederation that brings together each and every Regional Federation in Spain, in Zone 1 and 2 and the continental Federations in Zone 3.

Representation at the Supporters' Clubs World Convention 2014

21. The Convention constitutes the decision-making entity for the Supporters' Clubs Movement. It is made up of representatives elected democratically by the Regional Federations on the basis of a census of Supporters' Clubs and supporters (said census will be closed when the Convention is convened) and in accordance with the Regulations approved by the Supporters' Club Council.
22. The Convention is fully empowered to issue decisions pertaining to all aspects of the Supporters' Clubs Movement, and in particular the following:
 - To revise the Supporters' Clubs Regulations.
 - To approve or reject the papers presented at the Convention.
 - To approve or reject the management of the decision-making, control and executive bodies.
 - Ratify the election of the members of the Supporters' Clubs Council.
23. As proposed in the 2012 keynote speech, the Convention will be made up of representatives from the Federations, of legal age, and will comprise:
 - a. A maximum number of 1,000 representatives, elected by the Regional Federations in accordance with the number of Supporters' Clubs and supporters. The number of representatives for each area must be established on the basis of the updated Supporter Club census and the creation of the supporter census, at a ratio of one representative for each X number (to be determined) of Supporters' Clubs or a higher fraction of this number. In any event every Regional Federation must be guaranteed representation, for which purpose the Supporters' Club and supporters census will be used (which closes when the Convention is convened).
 - b. The members of the Council of Supporters' Clubs.
 - c. The members of FC Barcelona's Social Committee and Supporters' Club Committee (who have the right to participate, but not to vote).
24. Collectively, the representatives of a Regional Federation constitute a delegation.
25. The Convention's Regulations have to establish the system that will apply to determine the number of representatives for each regional delegation, the general functioning and services of the Convention, the Convention's Board election process, the lectures

and discussions, the functioning, debates and votes in the Plenary meeting and the participation of guests.

26. The end of the census period on 30 June 2013, after having convened the Convention, makes it necessary to implement this new Convention format in 2014. Notwithstanding this, and in order to fulfil the keynote proposal that this representation system would be established at the 2013 Convention, the Supporters' Clubs Council proposes that the distribution of the Federation delegations is carried out according to the following mathematical formula that responds to the three needs noted:
- a) To establish the importance of values that give greater relevance to the Supporters' Club (x) by comparison to the supporter (y) in a 75%-25% proportion. Hence, in order to obtain this proportion $x=3y$
 - b) Calculate the delegations for each Federation, by resolving a simple linear equation on the basis of the Supporters' Clubs and supporters comprised in the same: $dn= anx+bny$
 - c) Establish the maximum number of delegations, according to what was agreed at the 2012 Convention and with a maximum limit equivalent to 1,000 representatives. $\sum d=1000$

AFEPE

27. In 1999 a group of Presidents of Federations of Supporters' Clubs pertaining to different football teams decided that a common organization should be created.
28. *Aficiones Unidas* (United Supporters) is a non-profit organization that brings together 45 football Federations of Supporters' Clubs belonging to different football teams who play or have played in First or Second Division of the *Liga* (Spanish Premiership competition), and is explained on their website, represents close to a million football supporters - the heart that keeps football beating from game to game.
29. For over 10 years *Aficiones Unidas* have represented football supporters before the Sports Council, The Spanish Royal Football Federation and the Professional Football *Liga* competition.
30. FC Barcelona Supporters' Clubs (although their organization is different to what is provided for by the *Aficiones Unidas* statutes), are now represented, by unanimous agreement of the members of the Supporters' Club Advisory Board, by the Madrid area delegate. In addition, from the very start the FC Barcelona Supporters' Clubs Movement has enjoyed the support of the president of *Aficiones Unidas* and has been a member of the association's Board to the present day (although not a member of the Advisory Board).
31. The most noteworthy actions in the association's history are:
- a) National and International Supporters' Clubs Convention, organized since 2001.
 - b) National Football Club Supporters' Clubs Seminar, organized since 2005.
 - c) Annual award of the Golden Whistle to the best referee team in First and Second Division, with the collaboration of RFEF, LFP and CTA.

32. The presence of *Aficiones Unidas* within the organizations that determine football competition management (calendar, broadcasting, tickets etc.) is an opportunity to be taken into account when considering a bid for more active engagement by the Supporters' Clubs in the association.
33. Beyond promoting occasional interaction with the supporters of other teams that visit Camp Nou and other teams we visit, there has to be an interest in belonging to an organization that needs to gradually strengthen its voice in defence of supporters' interests - in particular against the inquisitorial powers of TV broadcasting rights owners who prioritize purely commercial interests to the interests of those of us who regularly attend the football stadiums.
34. Diverse management of the calendar and the availability of tickets are two subjects which have been resolved in European countries and by organizations like the UEFA, which have yet to be faced with any determination by Spanish football organizations. Knowing the competition calendar in advance and the tickets available to supporters means being able to organize trips without the uncertainty created by not knowing until 15 days beforehand the day and time, and, practically until the same week of the match, the availability of tickets. These demands cannot be ignored and validate the bid for the FC Barcelona Supporters' Clubs Movement to participate more actively in *Aficiones Unidas*.
35. The Supporters' Clubs Council will have to analyse participation in *Aficiones Unidas* and determine the degree of involvement in the association's management bodies.

II. SUPPORTERS' CLUBS REGULATIONS

Goals

36. As has been manifested at recent Barcelona Supporters' Clubs World Conventions, the Supporters' Clubs Regulations are the framework governing the Official FC Barcelona Supporters' Clubs activities. We believe that we have come to a point where these Regulations, which may be modified with the Convention's agreement as the sovereign body of the Movement, need to be simplified in order to provide a basis for the development of the Movement's house rules.
37. It seems obvious that if a regulation is sufficiently simple and comprehensive it can encompass all the necessary aspects to organize and provide legal security to the FC Barcelona Supporters' Clubs. That is why it seems completely unnecessary to redraft the text every year in order to detail the Movement's development, its modernization or any other change regarding specific and not general matters, regarding every topic related to the Supporters' Clubs Movement.
38. Thus, we propose that from this Supporters' Clubs World Convention 2013 onwards a series of guidelines are developed for the implementation of the Supporters' Clubs Regulations in all specific matters that may require this.

Supporters' Clubs Regulations

39. As noted above, we propose that the Council of Supporters' Clubs, jointly with the Club, should start working from the end of this Supporters' Clubs Convention 2013 to develop any matters that are not specified in the Supporters' Clubs Regulations by means of implementation guidelines, whether they are self-driven, or promoted by each federation's supporters clubs.
40. Thus, so as to ensure legal recognition of the FC Barcelona Official Supporters' Clubs, we propose working on the development of the following articles of the Supporters' Clubs Regulations:
 41. Article 4.3 regarding the use of FC Barcelona's image and the organization of competitions, football clinics, schools and any other sport activity with the Barça brand.
 42. Article 10.2 regarding the causes entailing loss of the Official FC Barcelona Supporters' Club status.
 43. Articles 13 and 14, regarding the Council of Supporters' Clubs and its powers, as well as the Executive Committee.
 44. Article 19 regarding the Supporters' Club Union and procedure for its intervention.
 45. Article 21 regarding the participation of the Club in Barcelona Supporters' Clubs activities.
 46. Article 22 regarding the World Supporters' Clubs Meeting
 47. The responsibility for working on all these guidelines for the implementation of the Supporters' Clubs Regulations will lie with the Council of Supporters' Clubs and FC Barcelona as already mentioned, who will create working groups during the 2013/2014 season to draft the contents of these articles.

Supporters' Clubs Season Tickets

48. In 2001, coinciding with the suppression of the membership category linked to legal entities (cancellation of article 9 of the Statutes in force on that date), Supporters' Clubs were granted the option to designate an individual in whose name the membership card would be issued and the season ticket to be able to attend the sporting events in the Club's facilities in the same terms in place with the previous Supporters' Club ticket. This meant the Supporter's Club season ticket was officially in the name of a Member designated by the Supporters' Club, normally the President or other Board member. The Supporters' Club season ticket was substituted by an individual ticket.
49. Over ten years have passed since this statutory change came into force and there is evidence that many of the Members who were allocated the season tickets 'on behalf of the Supporters' Club' are no longer members of the same or make a very personal

use of the season ticket, generating a controversial situation that distorts the purpose of these season tickets for Supporters' Clubs.

50. In order to amend this situation and prevent the problems these tickets may generate worsening in the future to the detriment of the Supporters' Clubs, we have taken this opportunity to review the situation by adopting measures that guarantee the Supporters' Clubs have full access to the season ticket and avoid a personal use being made of it to the detriment of the Supporters' Club collective (as was recorded in the Keynote Speech approved during the Supporters' Clubs World Convention 2012).
51. Thus FC Barcelona proposes the following:
 52. 1st.- That all the season tickets that were once awarded to an individual on the basis that the person represented the Supporters' Club, are substituted by SUPPORTERS' CLUB SEASON TICKETS. The substitution or replacement means that the holder of the season ticket must renounce to the same in benefit of the Supporters' Club that was the original holder of the same.
 53. 2nd.- A document will have to be signed to guarantee the finality of this waiver and for the Supporters' Club to maintain full rights to enjoy the advantages of this season ticket in the same location and conditions as the supporter who represented the Supporters' Club.
 54. 3rd.-The Supporters' Clubs who benefit from this SEASON TICKET will have to cover its cost in the same terms as regular ticket holders and will have to have at least as many members as SEASON TICKETS.
 55. 4th.- These SEASON TICKETS may be suspended or cancelled should the Supporters' Club cease to be an Official Supporters' Club or if it has made improper use of these tickets, in accordance with the regulations established regarding improper use of tickets and appropriate sanctions.
 56. 5th.-This measure does not require any statutory modification, given that the SUPPORTERS' CLUB SEASON TICKET does not grant political powers to the Supporters' Club nor does it damage the rights of Members who are on a waiting list, since it is a simple substitution of the existing ticket for a SUPPORTERS' CLUB SEASON TICKET.
 57. 6th. These SUPPORTERS' CLUB SEASON TICKETS will have the same rights and obligations as the FC Barcelona Member tickets, with the exception that these tickets may not be transferred to other Supporters' Clubs or Club Members, and that should the Supporters' Club waive its right to this ticket or definitively cancel it, the tickets would be returned to the Club to be distributed amongst other Supporters' Clubs who may have expressed a wish to acquire one of these seats.

58. Thus, once this change is approved, the season tickets associated with FC Barcelona Supporters' Clubs will now be in the Clubs' name and not in the individual's name.

III. CELEBRATIONS, EVENTS AND PROTOCOL

Goals

59. The over 1,300 Supporters' Clubs who have presented the census of their members and who represent over 150,000 people, organize innumerable annual activities and celebrations. The supporters' clubs that require the participation of FC Barcelona members have summed up over 300 events this season.
60. The purpose of the keynote speech is not to evaluate the participation of FC Barcelona in these events, but to reflect on the different activity models, festivities, meetings etc. that the Supporters' Club Movement organizes with the Supporters' Clubs, the Regional Federations or the whole Movement - as a result of tradition in some cases or simply of the entity's own initiative.
61. We can find an initial reflection about traditions and festivities in the text on the website of the Atlas of Tourism in Catalonia:
62. *Festivities and traditions are closely related phenomena. A tradition is a cultural artefact: culture, by its very adaptive nature, aside from other characteristics, has a traditional aspect that is passed on from generation to generation, but also has, necessarily, an evolutionary aspect. Depending on the cultural contexts and historical moment evolution may be slower or faster, but in the long run, cultures always transform to adapt to new times and new situations since they are not eternally unchangeable. Traditions represent a cultural phenomenon fixed in time, usually for symbolic or identity purposes (apart from other more integral definitions, especially linked to fundamentalisms, which are not what interest us in this context).*
63. *Any cultural phenomenon has three dimensions: form, (social) function and (individual) meaning . A set tradition mainly interrupts the formal evolution of the phenomenon. The function and meaning (including the functions and meanings of the same tradition as such, once fixed) continue to evolve according to social and individual needs.*
64. *"Making the Tió (Christmas Log) shit" (Catalan Christmas tradition), for example, is a very popular tradition in Catalonia that shows great signs of vitality. Formally it keeps its original form (the original form is always, in principle, the form the cultural phenomenon has at the time it is set and becomes a tradition); and it even may have*

recovered formal aspects that had already been lost in practice, as is the case of many other traditions; but its original function of reaffirming the domestic group around a shared sentiment, as a nexus in the home, and its meaning as an agricultural fecundity ritual, have changed.

...

65. Regarding festivities the same source provides examples of what they are and their context:

66. *The majority of festivities (popular festivities that is), are traditional or aspire to be so. All festivities, no matter how traditional, have a date of birth or recovery or reinvention. In some cases this may be more or less distant in time or unknown, but not in other cases. Many traditions, as they are known today, have their origin in the long foundation period of cultural and political Catalanism from the Industrial Revolution and Romanticism of the 19th Century up to the Civil War. And some traditions were born in the last years of Franco's regime and the early years of democratic transition until nowadays.*

67. *Not all periods are equally favourable for this purpose and there are times of identity outbursts and an explosion of sociability that encourage many of these initiatives to surface. Even a festivity created nowadays, with the some special exceptions, is born with the vocation of continuity and thus seeks to become a tradition - sometimes succeeding in becoming established in a very short time (not always). We can think of the Aplec del Cargol in Lleida, for example.*

68. *There are many types of festivities and they articulate around the basic axes of time and space, or even better, of our perception of time and space. The continuum of social space reaches from the individual to the human species as a whole, via the family, the neighbourhood or the village (or city), the country etc. and other integration frameworks that are not geographically based: recruitment or professional celebrations, etc. Time is different. The perception of time is not always organized like a continuum: this is the case for our lifetime, historical time etc. but not for cyclical annual time and its subdivisions. That is why there are commemorative celebrations linked to moments of transformation from one social condition to another (baptisms, first communions, weddings etc.); these are the Van Gennep rites of passage. There are also commemorative celebrations that celebrate the individual or society repeatedly year after year (such as Name days, anniversaries, religious feasts etc.) and, most importantly, the festivities linked to the year's structure - which is circular of course, but contains certain milestones where time seems to stop and gather force again.*

...

69. Thus we have to contextualize the Supporters' Clubs activities and reflect on what they are, what they mean, what they contribute and how they have evolved over time (if they have) in these over 50 years of existence.

70. Supporters' Clubs' activities, whether they are designed from the standpoint of tradition or celebration have an evolutionary aspect. Evolution, may be slower or faster in its expression, but in the long run it is necessary in order to adapt to new times and new situations.

Supporters' Clubs Events

71. Barcelona fans festive and socio-cultural events are diverse and multi-disciplinary.
72. This translates into a multitude of events distributed across the map of FC Barcelona Supporters' Clubs, particularly in Zones 1 and 2.
73. The most obvious example of the most usual type of Supporters' Club celebrations are anniversaries; a type of celebration we referred to in the introductory text, which describes it as a commemorative celebration linked to the year's structure but with specific milestones where time stops and gathers strength.
74. Viewed from this cyclical commemoration perspective it becomes an opportunity for affirmation, exaltation and promotion, but for this goal to be a reality we have to furnish this celebration with other values apart from what is strictly cyclical (here we are another year) -- making it evolve and adapting to the times we live in.
75. Thus it is necessary to re-think what we do, when we do it and how we do it. Even traditions, no matter how ancient their origins, must evolve. Doing the same things we have always done, just because some members of the entity request this, leads us to an impoverished celebration if there is no innovation or different focus of attention.
76. One of the key priorities of any collective activity must be the more or less active participation of a large number of people, according to the entity's characteristics and the profile of the proposed activity. It is important to contextualize and set the time component according to the purpose of participation. Nowadays we must also think of the financial element. This must always be present with a view to increasing participation, but currently it is of vital importance that cannot be underestimated.
77. The purpose of the lecture is not to assess the Supporters' Clubs activities, but to reflect on these and re-think them and contextualize them in relation to the current moment. If the purpose of the Supporters' Clubs Movement is modernization or renewal, we have to know how to integrate new social groups without necessarily excluding anyone. Celebrations and traditions must be an opportunity and not an obstacle to achieving this goal.
78. It is therefore the Supporters' Clubs Movement obligation to answer a series of questions in relation to the group's activities in order to evolve established models and generate a greater and more diverse participation.
79. What are these questions? Amongst others, we summarize the following: Why do we hold Supporters' Clubs events beyond just being FC Barcelona fans? Why do we do it?

In order for the FC Barcelona to be present in the region? To celebrate an event in community? Do we do it in order to involve the inhabitants of a village, neighbourhood or city?

80. Do we hold some of these events out of a sense of obligation? Because people expect it?
81. Do the activities correspond with people's interests? Do we organize them with an interest focus? Or do we think that, since Barça is a powerful mover people will participate without any other incentive?
82. The model for regional meetings is similar in all areas - is this the only valid model? Are there any others?
83. Some traditional annual events, anniversaries, meetings etc. attract fewer and fewer people. On the other hand there are other more popular events that attract more people. Do we need to keep the frequency of the former, which may lead to failure? Do we have to live our support for Barcelona behind closed doors? Or should we open up and express the values of our Club with activities?
84. Do the events held by the Supporters' Clubs in Catalonia have to be the same as those held by other Supporters' Clubs in the rest of Spain? And what about those held in the rest of the world?
85. Does it make sense to hold regional meetings every year, taking into account that sometimes fewer than a 100 people attend these? Can we use the figures on attendees as scale to rate the importance of the activity, and hence the Club's participation? Does it make sense to hold events where the participants are the same people who meet at the regional meetings? And which frequency should they follow?
86. The answer to these and other questions that may arise in the course of discussion, as well as those suggestions collected on the amendments and new ones during the post-Congress period must help us draft a series of good practice guidelines, respecting the individuality of each Supporters' Club and region and helping us reflect and question what we usually do, in order to draw up a new model that will achieve the goals outlined.
87. Some of these issues are detailed below:
 88. The cost of the activity must be in accordance with participants' real financial means.
 89. A Supporters' Club event must serve to cultivate a feeling of belonging to the group.
 90. The activity must be planned based on a defined focus of interest that meets members' expectations -and not only those of the Board or a small number of members.
 91. We must generate synergies with other local groups, in particular with Schools, sports, cultural, civil and social organizations to promote the participation of a diverse audience.

92. We must promote activities linked to the values of FC Barcelona, in particular solidarity.
93. Sports activities are attractive to a younger participant profile.
94. The participation of FC Barcelona is not the goal of the activity, although its importance must be valued so as to favour the Penyes Movement activities' success. This participation may be by attendance, or by providing merchandising or tools for free or at a symbolic price such as promotional articles, tickets, the club's trophies, etc.

Supporters' Clubs World Meeting

95. The current financial crisis entails a lack of funding by public bodies to support collective activities, and has called into question the World Meeting model that has marked its development over the last few years.
96. The last two editions have shown that the Meeting model in Barcelona is not a sustainable model, although the participation of Supporters' Clubs, under the auspices of the Convention and the Gamper trophy, has been greater than in previous years.
97. The World Meeting model in place until 2010 has been linked to greater knowledge about other Barcelona support realities, and in particular tourism. Both questions are surely sufficient to defend this model, but, can a convention that brings together, in the best case scenario, about 10 per cent of the Supporters' Clubs be considered a World Meeting?
98. The two latest editions of the Convention of Supporters' Clubs, with the new format, have brought together between 40 and 50% of the Movement.
99. The World Meeting, independently of its location, has to fulfil the following objectives:
 - a) to be a meeting point for Barcelona fans;
 - b) to be a model for good relations and sharing of experiences;
 - c) to showcase the diversity of the Supporters' Clubs Movement.
100. The World Meeting must become the great Barcelona fan festival, beyond being the great Supporters' Club celebration. In this regard the Movement's bid to link this activity to the Barcelona fan festival by definition, the Gamper trophy, gathers strength.
101. The programme of activities should consider two different realities:
 - internal activities for the Supporters' Clubs Movement.
 - collective activities for Barcelona fans.

102. The coincidence of the Supporters' Clubs Convention and the Gamper Trophy reinforces the goal of increasing participation and raising the profile of the Supporters' Club brand, becoming the essence and reference point of FC Barcelona's values in the world.
103. The activity should assess Barcelona fans' motivations:
- a) watching matches in the Stadium, watching good football;
 - b) proximity with the players who defend the Club's colours, with football and other professional sports divisions.
 - c) collecting and those related to collective identity;
 - d) fun events that bring together different age groups;
 - e) practising sport;
- ...
104. It is clear that the logical conclusion of the above paragraphs leads us to establishing a World Meeting model in Barcelona coinciding with the Gamper Festival and with the active participation of the Supporters' Clubs Movement.
105. Any other model or location, if current conditions change, must bear in mind especially the key factors outlined and must have institutional support in order to guarantee the necessary financial sustainability of the Meeting.
106. Discussions on this matter will be open this year within the supporters clubs federations, and their conclusions will be forwarded to the Supporters Clubs Council, which is expected to hand a closed proposal, so as to be voted by the Penyes Movement during the 2014 Congress.

FC Barcelona Supporters' Clubs solidarity Solidarity Board

107. **Solidarity** is defined as a feeling of belonging to a same group where the mutual obligations of its members are evident, most importantly regarding mutual assistance. We usually associate solidarity with a value that moves people to try and compensate social injustices by helping those most disadvantaged.
108. Amongst the values that define our Club, solidarity has in recent times become a vital value, particularly regarding the actions originating in the FC Barcelona Foundation.
109. FC Barcelona Supporters' Clubs have lead or collaborated in many cases with solidarity actions within their local spheres of action (such as collecting food, charity markets, charity organizations and/or helping sick people) and reaches beyond its borders in other cases (international cooperation projects etc.), however, the latter only occasionally.
110. There is a need for the Movement to improve coordination of all solidarity actions carried out; not to limit these actions but to establish harmonized criteria that

respect singularity and help to focus actions and increase the effectiveness of the resources allocated.

111. The requirements to carry out this initiative are twofold, in addition to the Supporters' Clubs Movement support:

- Resources (the Movement's own resources): contributions linked to the entity's budget (0.7%) and also from FC Barcelona's Foundation in projects that fulfil the entity's requirements.
- Structure: with the establishment of the Solidarity and Cooperation Board of FC Barcelona Supporters' Clubs Movement.

112. There are examples of similar experiences in local government that inspire us to create, organize and energize this initiative.

113. The Solidarity and Cooperation Board must become the principal participation body and the most important work tool within the area of solidarity for FC Barcelona Supporters' Clubs. It is a coordinating body that serves as a forum for sharing solidarity initiatives and activities; it must become a meeting point for the supporters' solidarity movement.

114. It must be a platform for participation and coordinating initiatives by the Supporters' Clubs, Federation, and FC Barcelona where the Supporters' Clubs Movement collaborates. Thus it must comprise representatives from the Council of Supporters' Clubs, from Supporters' Clubs working for solidarity and cooperation and members of the FC Barcelona Supporters' Clubs Department and the FC Barcelona Foundation.

115. Its main functions will be to advise and listen to the Supporters' Clubs' concerns, facilitate debate and the preparation of projects, source and distribute resources according to agreed criteria, promote participation and coordinate the actions of FC Barcelona Foundation in the region.

116. The Board will be organized starting with its Plenary session, which will meet quarterly. The Board will also comprise committees:

- Permanent Committee: its function is to prepare the Board's Plenary session and make urgent and/or quick decisions when necessary.
- Awareness-raising Committee: planning awareness-raising activities and the design, organization and management of solidarity actions. Allocating financial supports and monitoring implementation of awareness and educational projects, organising awareness raising events.
- Development and Cooperation Committee: dedicated to assessing international cooperation projects and emergency action, allocating financial support and monitoring.

117. All solidarity and cooperation actions are discussed and agreed at the Solidarity Board Plenary session, which is a participative democratic body.

118. The Supporters Clubs Council must establish and protocolize so as to drive this initiative before the end of 2013.

IV. TICKETS AND TRAVEL

Goals

119. One of the key goals set by the Council of Supporters' Clubs as well as the Club, is to improve the service provided to Supporters' Clubs and the management of all the processes in which they are involved.
120. The Tickets and Travel Committee has been working in this direction since it was created, two seasons ago. From that moment, and thanks to its suggestions, the Supporters' Club Department has taken responsibility for managing an e-mail address reserva.penyas@fcbarcelona.cat in order to provide a better service to the Supporters' Clubs.
121. In addition, during the 2012/2013 season, FC Barcelona Official Supporters' Clubs have enjoyed invitations to attend Barça B matches in the Mini Estadi and for different matches played by the professional sections of FC Barcelona that have been played in the Palau Blaugrana.
122. The Tickets and Travel Committee will continue to work during this 2013/2014 season to improve the process involving the collection and sending of tickets, as well as trying, jointly with the AFEPE, to encourage Professional Football League teams to allocate a percentage of their tickets to the first FC Barcelona team visits, as already happens in other competitions such as the Champions League.

New ticket distribution coefficients

123. A new FC Barcelona supporters' census was carried out during the 2012/2013 season. This census has enabled us to have detailed information on the size of the Supporters' Clubs Movement: globally, by region, and even for each individual Supporters' Club.
124. With this information, and taking into account the demands of FC Barcelona Supporters' Clubs, we have been able to update the ticket distribution coefficients for the matches where this procedure is necessary. These coefficients, which take into account both the number of Supporters' Clubs and the number of supporters, facilitate the distribution of the tickets allocated to these groups.
125. These coefficients will be drawn up according to objective criteria, and will be updated at the start of each sporting season and remain un-modifiable during said season.
126. The criteria of ticket allocation coefficients are based on the amount of supporters clubs and their members in each zone. This census will close before each season begins, and each federation will be informed on what are the coefficients valid for the whole season.
127. On the other hand, and according to the work being carried out by the Tickets and Travel Committee, a corrective mechanism has been established for these coefficients to ensure fair distribution of tickets. This corrective mechanism depends

on the demand in each area, that is, if one area is allocated 40 tickets but only one Supporters' Club requests tickets, the corrective factor is applied and the unrequested tickets are used to compensate remaining areas with greater demand, always observing a minimum and maximum number of tickets for each Supporters' Club.

V. MARKETING

Goals

128. One of the pillars of the 21st Century Supporters' Clubs Project is the self-management of the Supporters' Clubs Movement. This self-management is apparent in the new organization already approved at the last Supporters' Clubs World Convention 2012 and is shaped on the basis of establishing a more structured organization for the Supporters' Clubs Movement: the Supporters' Clubs Federations.

129. But this new organization is only the start of the Supporters' Clubs Movement's coming of age, the starting shot for a whole series of projects which the FC Barcelona Official Supporters' Clubs have decided to carry out and implement jointly with the Club.

130. In order to carry out these projects it is clear is that it is necessary to work towards achieving certain financial independence and solvency which may feasibly enable achieving these objectives.

131. In addition, in order to have a more uniform style and raise their profile, we propose that the FC Barcelona Supporters' Clubs identity signs are unified under a common corporate image for all the Clubs that allows for the use of the Barça crest according to parameters agreed with the Club.

Sponsorship plan

132. As we suggested in the previous point, self-management of the Supporters' Clubs Movement is one of the key elements on which the 21st Century Supporters' Clubs Project is built. But there is no self-management without resources. And resources translate into income that may finance the regional organization as well as the Supporters' Clubs Movement.

133. Resources cannot only or must be economic, but rather contributions in kind, providing infrastructure, logistics, products or others.

134. The 2013/2014 season must signify the starting point for one of the most ambitious projects facing the Supporters' Clubs Movement globally: the capacity to generate income that enables us to advance our projects and guarantee the completion of all kinds of activities promoting Barcelona support in the region.

135. But before being able to make concrete sponsorship plans, it is necessary to have as much information as possible about the Supporters' Clubs group. Which is why we will request the Club to carry out a study about the income generated by the Supporters' Clubs Movement: ticket sales, merchandising, Museum visits etc.
136. We also note that in order to finance new projects it seems clear we will have to involve sponsors who can support their implementation with their contributions. In this regard, the Council of Supporters' Clubs, by means of the Marketing Committee, proposes to work with the FC Barcelona Department of Marketing to create new synergies and seek out appropriate sponsorship spaces and the appropriate brands for each project, and to ensure they do not contravene any agreements the Club may have with its sponsors. It is a case of joining our efforts in order to obtain the best results for everyone.
137. In this regard, we also want to propose to FC Barcelona the benefit of carrying out a full study on what might be the sponsorship spaces the Supporters' Clubs could offer a potential sponsor (such as Supporters' Clubs events, their activities or membership card, or other supports or activities). These spaces might also be offered to official Club sponsors, if they so wish, in exchange for a percentage of their contributions, which would then finance both the regional organization and the Supporters' Clubs activities. If the Club's sponsor should disregard this opportunity it would be the moment to open up these options to other brands and/or organizations who might contribute, provided they do not conflict with the brands and/or institutions that sponsor FC Barcelona.

Corporate image

138. The Exponential growth of FC Barcelona Supporters' Clubs over the last two decades has created certain needs that did not exist before. Thus, it is very usual for the Clubs to require using their own brand image for communications such as websites, premises, letterheads, posters for events etc.
139. Currently there is no established regulation regarding the corporate image of FC Barcelona Official Supporters' Clubs. This means that there is a certain dispersion in the Club's corporate image, as well as the possibility of incurring in rights infringements for manipulating this image. The Supporters' Clubs do not know what they can use and how they can use it, moreover, currently there is no distinctive sign to guarantee the official status of the Supporters' Club so that any bar or venue could claim they are official when this is not true.

140. Thus, the Club, jointly with the Council of Supporters' Clubs, proposes to start working on corporate image guidelines for FC Barcelona Official Supporters' Clubs. This proposal must include the following elements:

- The Supporter's Club Crest
- FC Barcelona Crest
- Official Supporters' Club Status

141. The advantages of this proposal are: recognizing Supporters' Clubs' official status visually, integrating FC Barcelona's corporate image within the logo and unifying the corporate image of the whole Movement, while maintaining the identity of each Club.

142. This unification of corporate image would be mandatory for newly created Supporters' Clubs. For existing Supporters' Clubs two options are available:

143. **Option A:** Voluntarily adhere to this proposal. In this case FC Barcelona would be responsible for creating the new crest at the request of the Official Supporters' Club.

144. **Option B:** For those Supporters' Clubs who do not adhere to this initiative a stamp will have to be incorporated guaranteeing the official status of the Supporters' Club.

145. As well as working on the corporate image of the Official Supporters' Clubs the Marketing Department will also work on the corporate image of the Federations of Supporters' Clubs so that these also offer a unified image.