



FRAMEWORK GUIDE · FAN INSIGHT

The Listening Architecture.

Four layers, one conversation. The system that turns continuous listening into a coherent picture of who your fans are, what they care about, and where the relationship is right now.

**Four layers, one conversation.
Conducted at four different speeds.**

The Listening Architecture.

This guide is the operating framework: the four questions a program exists to answer, why continuous listening beats annual surveys, the four-layer architecture, how the layers feed each other, and the 12-month operating calendar for an Australian or New Zealand season.

It sits between the strategic case (the companion Strategy Briefing) and the detailed design rules for each layer (the companion Design Guide). Read it before either if you're building from scratch.

Four layers, one conversation. Conducted at four different speeds.

WHO THIS IS FOR

Program owners, marketing leads, agency leads, and anyone designing a listening system rather than commissioning a survey.

ABOUT THIS SERIES

One of seven standalone guides drawn from The Fan Insight Playbook (2026 edition), Tiparra's operating manual for the fan relationship. The companion guides are listed at the back. Where this guide cites a statistic, the full citation is in its sources page and in the playbook's Appendix C.

The four hard questions.

Before discussing layers, name the job. A fan insight program exists to answer four questions the business cannot otherwise answer reliably.

FOUR QUESTIONS · EVERY PROGRAM MUST ANSWER

01

Who are our fans, really?

Beyond CRM demographics. What motivates them. Which segments exist. The difference between casual attendee and lifelong member.

02

What do they want from us?

Across the season, the matchday, the off-season, the digital touchpoints, the merchandise, the content.

03

Where are we losing them?

Which moments cause friction. Which segments are at risk of churn. Which complaints recur, season after season.

04

Is what we're doing working?

Did the new app land. Did the price change hurt. Did the jersey launch resonate. Did the campaign earn the response we expected.

If a piece of research doesn't ladder to one of these four, cut it.

Every piece of research described in this series should ladder back to one of those four questions. If it doesn't, cut it.

Continuous listening beats annual surveys.

The single most important strategic shift this series recommends is moving from annual research to continuous listening. The annual survey still has a role. It's the only realistic way to do deep, like-for-like benchmarking. But it cannot be the centrepiece.

Three reasons:

RECALL DECAY

Asking a fan in December about a game day in May produces unreliable answers. Feedback collected within a day or two of an experience is sharper and more specific.

ACTION LATENCY

A once-a-year insight cycle means fixable problems live for eleven months before they're surfaced. Continuous data lets you act in-season.

ENGAGEMENT

Fans who are asked little and often, on topics that matter to them, respond at higher rates and feel more valued than those hit with one 25-minute survey a year.

The model this series uses is a listening architecture: a layered system where annual depth, seasonal pulses, and always-on micro-feedback combine into a single picture. Each layer plays a different role in the relationship.

2.3 · THE ARCHITECTURE

The four layers.

Think of fan insight as four concentric layers, each deepening the relationship in a different way. The slowest layers do the strategic work. The fastest layer catches the operational reality of today.

THE LISTENING ARCHITECTURE · FOUR LAYERS, ONE CONVERSATION

SLOWEST

LAYER 1 · ANNUAL BENCHMARK

The strategic conversation

Once a year. 12 to 18 minutes. Sets the year's agenda and refreshes the segmentation.

1x / year

Board-ready report

LAYER 2 · SEASONAL PULSES

The follow-up

3 to 4 a year. 5 to 7 minutes. Tests what's changed, catches shifts the annual would miss.

3 to 4 / year

Short briefing

LAYER 3 · ALWAYS-ON MICRO-FEEDBACK

The everyday touch

Continuous. 1 to 3 questions, 60 seconds. Catches the immediate, fixable stuff in real time.

continuous

Live dashboard

LAYER 4 · QUALITATIVE DEPTH

The kitchen-table conversation

Quarterly. Fan advisory panel, 90 minutes. The why behind the numbers.

4x / year

Themed reports

FASTEST

Each layer feeds the next. A dip in always-on becomes a question in the next pulse, and a topic in the next panel.

Each layer plays a different role. Together they form a feedback loop, and the loop is where the real value lives.

How the layers work together.

The layers are not independent. They form a feedback loop:

- The annual sets the strategic agenda and identifies the segments worth tracking.
- The pulses test whether interventions are working and surface emerging issues.
- The always-on catches operational problems in real time.
- The qualitative explains the why and generates the next round of hypotheses.

A common failure mode is running each layer in isolation. Different agencies, different platforms, different teams. The whole point of the architecture is that signals from one layer feed the next. A dip in the always-on satisfaction score becomes a question on the next pulse, which becomes a topic in the next focus group, which becomes a recommendation in the annual.

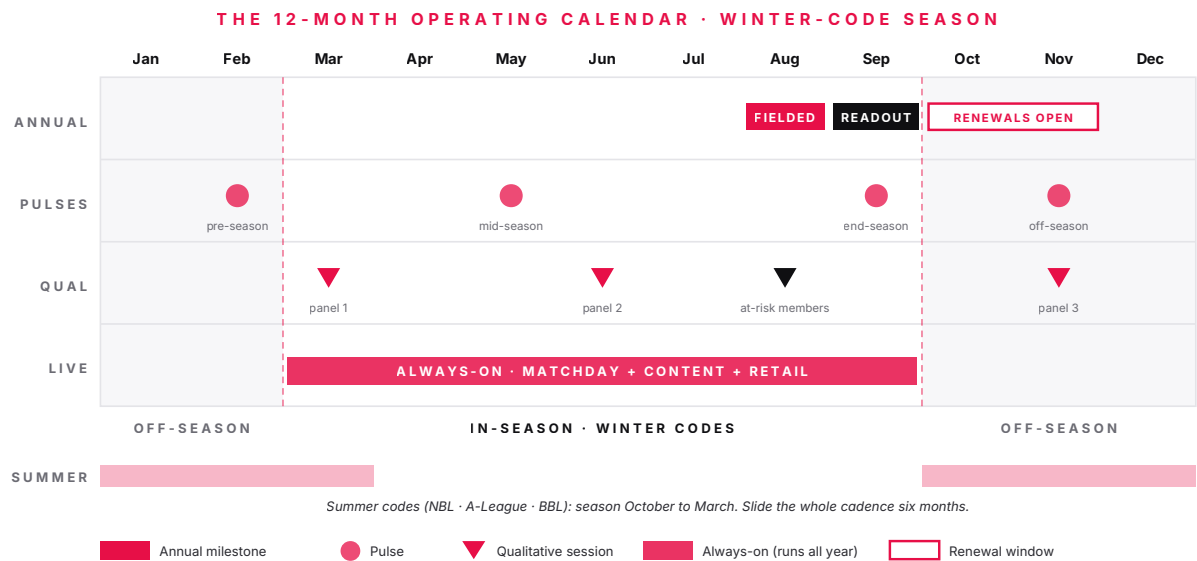
Four layers, one conversation. Conducted at four different speeds.

PRO-TIP · ONE AGENCY, ONE PLATFORM, ONE DASHBOARD

The temptation is to procure each layer from the specialist who's best at it. Resist. The integration cost across four vendors will exceed any quality gain. Pick one partner who can run the whole stack, even if no layer is best-in-class.

A 12-month operating calendar.

A realistic annual calendar for a winter-code club: season March to September, finals into spring, renewals opening straight after. Always-on runs all twelve months in the background; the other three layers cycle around it. Summer codes slide the same cadence six months.



The qualitative panel is the same group of fans across the year. Continuity is what makes their feedback rich.

The annual is fielded six to eight weeks before renewals open, so the readout lands while there is still time to act on it. The pulses follow the season's natural milestones: pre-season excitement, mid-season verdict, end-of-season reflection, off-season anticipation. The at-risk member wave runs 8 to 10 weeks before renewal opens.



ABOUT THIS SERIES

Four layers. One conversation.

This guide gave you the architecture. The companion guides cover the design rules for each layer, the problems the listening will surface, and the operating discipline underneath it all.

WHAT TO READ NEXT

Read *Designing Each Listening Layer* next. It carries the design rules for the annual, the pulse, the always-on, and the qualitative panel, at professional scale and at volunteer scale.

COMPANION RESOURCES

00	The Fan Insight Playbook — the full operating manual	OPERATING PLAYBOOK
01	The Case for Knowing Your Fan	STRATEGY BRIEFING
03	Designing Each Listening Layer	DESIGN GUIDE
04	Eight Common Fan Problems	DIAGNOSTIC GUIDE
05	Operating a Fan Insight Program	OPERATIONS GUIDE
06	Fan Insight Templates	TEMPLATE PACK
07	Selling a Fan Insight Program	PITCH GUIDE

START THE CONVERSATION

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