



OPERATIONS GUIDE · FAN INSIGHT

Operating a Fan Insight **Program.**

Ownership, action tracking, closing the loop, KPIs, and the tools underneath it all. The mechanics that separate programs that produce reports from programs that produce relationships.

**One tracker, one meeting,
one named owner.**

Operating a Fan Insight Program.

This guide is the operating layer: who owns what, the action tracker that converts insight into work, the close-the-loop discipline that converts work into trust, the program scorecard, and the tool stack at professional and community scale.

None of it is sophisticated, and that is the point. The programs that fail rarely fail on research quality. They fail on follow-through, and follow-through is an operating habit.

One spreadsheet, reviewed monthly by the program owner with action owners, beats a fancy system that nobody opens.

WHO THIS IS FOR

The named program owner, first and foremost. Also the leadership team holding them to the monthly review, and the action owners the tracker routes work to.

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.

Who owns what.

A fan insight program needs clear ownership across three levels:

- **Program owner (one named person).** Owns the strategy, the calendar, the budget, and the action tracker. Often sits in marketing, membership, or strategy; at a community club, a named committee member.
- **Layer leads.** One owner per layer: annual, pulse, always-on, qualitative. Could be the same person for smaller clubs.
- **Action owners.** Whichever team is responsible for the fix. Ops for game day, ticketing for renewals, retail for merchandise, comms for messaging.

The program owner is not the action owner. Their job is to surface, synthesise, and route. The action sits with the team that can do something about it.

5.2 The action tracker

Every meaningful insight should land in a single, simple tracker, reviewed monthly by the program owner with action owners. Anything overdue gets escalated.

Insight	Source	Segment	Action	Owner	Status
Canteen queues at gate 4 driving low matchday scores for family zone	Always-on plus Q3 panel	Family attenders	Add 2 mobile vendors	Ops	In progress

PRO-TIP · ONE TRACKER, ONE MEETING, ONE OWNER

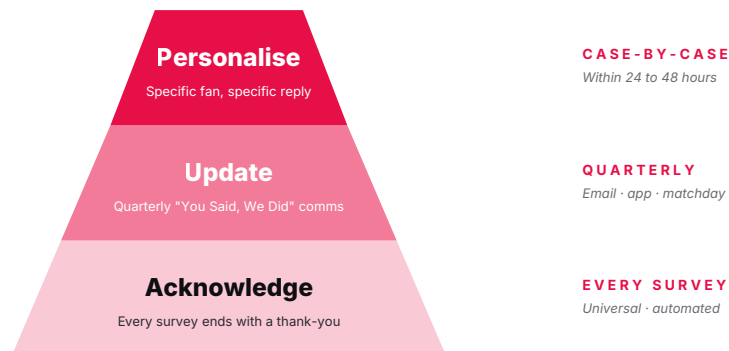
The instinct is to build a sophisticated dashboard and a multi-stakeholder governance forum. Don't. One spreadsheet, reviewed monthly by the program owner with action owners, beats a fancy system that nobody opens.

Closing the loop with fans.

This is the practice that separates programs that work from programs that don't. It is also the single most important relationship behaviour in the whole program.

Every input creates an obligation to acknowledge, and where possible, to feed back. Skip this step and the program produces data without trust. Get it right and the data layer becomes a relationship layer.

THE CLOSE-THE-LOOP DISCIPLINE · ACKNOWLEDGE · UPDATE · PERSONALISE



The single highest-ROI behaviour in the entire program.

30 to 40%

THE ACTION GAP

30 to 40 per cent of departments that receive CX insights take no action on them. Medallia, 2026 State of Customer Experience Report.

The action gap is the inverse proof point. Most insight programs already collect enough data; what they lack is the discipline of acting on it visibly. The behaviour is cheap to build. The dividend compounds.

Measure the program itself.

The program should be measured. A short scorecard, with targets as working recommendations to tune to your base:

KPI	Target	Why it matters
Annual response rate	15%+ of database	Health of relationship with fans
Pulse response rate	25%+ of invited panel	Engagement of the listening panel
Always-on weekly volume	Steady, season-scaled	Operational signal density
Issues acted on within 30 days	80%+	Program is converting to action
"You Said, We Did" cadence	Quarterly minimum	Closing the loop is happening
Fan-facing NPS	Up year-on-year	Ultimate proof point
Renewal rate	Up year-on-year in tracked segments	Commercial proof point

5.5 Tools and tech

At professional scale: a survey platform capable of triggered, in-app, and email surveys (Qualtrics, Medallia, Survicate; Forsta now sits inside Qualtrics after the 2026 acquisition); a CRM the survey platform can write back to, so every response enriches the fan record; a dashboard layer (Looker, Power BI, Tableau); open-text analysis (Thematic, or the AI built into modern survey tools); and a panel tool for the qualitative side (Recollective, or Discuss, which now incorporates Voxco; a private WhatsApp group works at smaller scale).

At community scale: the club's own app for polls, push and post-game one-taps; a free form tool for the annual and the pulses; a spreadsheet for the action tracker.

The tooling is the easy part. The program owner, the calendar, and the action tracker are what make it work.

SOURCES CITED

Sources cited.

MEDALLIA (2026)

The 2026 State of Customer Experience Report, released 5 March 2026, based on surveys of more than 550 CX practitioners and more than 1,500 consumers plus benchmarks from 600+ anonymised Medallia customer programs. Findings cited: 66% of practitioners believe experience has improved over the past year while 17% of consumers agree; 30 to 40 per cent of departments that receive CX insights take no action on them.



ABOUT THIS SERIES

Operated well, data becomes **relationship.**

This guide carried the mechanics. The companion Template Pack makes the first cycle faster: lift-ready survey openers, pulse cores, post-game flows, and the quarterly You Said, We Did comms.

WHAT TO READ NEXT

Read Fan Insight Templates next, and field your first always-on touchpoint this week.

COMPANION RESOURCES

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

START THE CONVERSATION

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