



PITCH GUIDE · FAN INSIGHT

# Selling a Fan Insight **Program.**

The conversation arc for selling the program. To a board, to a committee, or to a client. Five steps from diagnosis to commitment, designed to land on action, not approval.

**Plenty of clubs say yes to the budget.  
The yes that matters is the second one.**

# Selling a Fan Insight Program.

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This guide is the conversation arc for selling a fan insight program: diagnose the relationship, show the gap, propose the architecture in phases, set expectations on evidence rather than projections, and close on commitment.

Use the eight-problems checklist from the companion Diagnostic Guide as the opening conversation device. Use this arc as the structure that turns the conversation into a signed commitment. The committee variant at the back compresses the same five steps into one agenda item.

**Plenty of clubs say yes to the research budget. The yes that matters is the second one.**

## WHO THIS IS FOR

Anyone pitching the program: agency leads to clients, internal champions to leadership, program owners to finance, committee members to the committee.

## 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 five-step arc.

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When walking a client, a board, or your own leadership team through this, the conversation should follow this arc. The first three steps establish the case. The last two close it.

## 01 · DIAGNOSE THE RELATIONSHIP

Don't open with what data they collect. Open with the deeper question: what kind of relationship does the organisation currently have with its fans, and is it the one it wants? Most clubs land in one of three places:

- **No real relationship beyond the transaction.** The club knows fans as ticket-buyers and email addresses. The relationship lives almost entirely on platforms the club doesn't own.
- **A relationship at the surface.** Fragmented surveys, occasional listening, no single view of the fan, no follow-through. The intent is there; the discipline isn't.
- **A maturing relationship.** A program exists, but the action tracker is patchy and close-the-loop is weak. The club is asking but not yet visibly answering.

The diagnosis is a strategic frame, not a survey scorecard.

## 02 · SHOW THEM THE GAP

Use the eight problems in the companion Diagnostic Guide as a checklist. Ask which they recognise. Most will recognise four or five. That's the conversation starter. The problems are relationship issues, not research issues. Frame them that way.

## 03 · PROPOSE THE ARCHITECTURE (IN PHASES)

Not all four layers at once. Recommend a phased rollout:

- **Phase 1 (months 1 to 3).** Annual benchmark, always-on post-game survey, action tracker.
- **Phase 2 (months 4 to 9).** Add seasonal pulses and the fan advisory panel.
- **Phase 3 (months 10 to 12).** Add segmentation refresh, churn model, full close-the-loop cadence.

# Evidence, and the close.

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Steps 01 to 03 establish the case for doing the program. Steps 04 and 05 are where the client either signs up to do it properly, or doesn't.

## 04 · SET EXPECTATIONS ON EVIDENCE, NOT PROJECTIONS

The temptation is to promise an NPS uplift. Resist it; invented forecasts are how programs lose boards. What the evidence supports saying:

- **Churn is predictable before it happens.** 118,469 renewal decisions at one Australian club, modelled to AUC 0.901 (Yeomans et al., 2026).
- **Tenure compounds.** First-year member churn near 30% falls to about 6% by year five (McDonald, 2010). Keeping a member one more season changes their whole curve.
- **The perception gap is real.** 66% of organisations think experience improved; 17% of customers agree (Medallia, 2026). Assume the club is on the wrong side of it until measured.

Year one's wins are operational and counted, not projected: issues found and fixed, at-risk members contacted before renewal, "You Said, We Did" cycles shipped. Count them and report them.

## 05 · CLOSE ON COMMITMENT

The program only works with three things in place: a named owner, leadership attendance at the qualitative panel, and a monthly action review. If the client can't commit to those three, the program will fail. Better to find out at sign-off than at month nine.

*Plenty of clubs say yes to the research budget. Far fewer say yes to the owner, the panel, and the monthly review. The yes that matters is the second one.*

# The committee conversation.

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At a community or semi-pro club nobody buys a research program; somebody proposes one at committee. The same five steps compress into one agenda item.

**The diagnosis is a conversation, not an audit.** "What do we actually know about our members beyond the rego list?" is usually enough to make the case by itself.

**The gap is the Diagnostic Guide read aloud.** Put the eight problems in front of the committee and ask which ones sound like this club. The car-park versions are under each card.

**The architecture is the community version.** One end-of-season survey, three pulses, the app's polls and post-game one-taps, four kitchen-table conversations. The community scale-down page in the Design Guide is the one to table.

**Expectations are the honest ones.** No projected percentages. The first season's wins are things fixed, families kept, and a trend line the next committee inherits.

**Commitment is one named owner and ten minutes a month.** A standing agenda item, the action list read out, the "You Said, We Did" note in the newsletter each quarter. The budget conversation is usually the easy one, because the community version runs on channels the club already has.

## PRO-TIP · MAKE THE FIRST WIN VISIBLE FAST

Pick one fixable irritation from the first survey, fix it inside a month, and tell everyone it came from the survey. The second survey's response rate is built by what the club visibly did with the first.

## SOURCES CITED

# Sources cited.

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### YEOMANS, PURSER, KARG, NGUYEN AND SHORTER (2026)

"Machine learning and churn: predicting season ticket holder behaviour", *Sport Management Review*, 29(4), 707 to 733. 118,469 subscriber renewal decisions at one Australian professional club across six seasons. Best model AUC-ROC 0.901; strongest predictors tenure, driving distance, and late-season attendance.

### MCDONALD (2010)

McDonald, H., "The Factors Influencing Churn Rates Among Season Ticket Holders: An Empirical Analysis", *Journal of Sport Management*, 24(6), 676 to 701. About 4,570 season-ticket holders across two AFL clubs. Findings cited: churn rates often exceed 20%; new, low-attending members over five times more likely to churn than long-term frequent attendees; churn falls with each year of tenure, stabilising near 6% from year five against first-year rates near 30%.

### 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

# The yes that matters is the **second one.**

This guide closed the series. The full operating manual, The Fan Insight Playbook, carries everything in one document, including the 90-day starter plan and the operating calendar.

## WHAT TO READ NEXT

Go back to the club with the eight-problems checklist and the commitment test: a named owner, leadership at the panel, a monthly action review. That conversation is the program starting.

## 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   |
| 05 | Operating a Fan Insight Program                      | OPERATIONS GUIDE   |
| 06 | Fan Insight Templates                                | TEMPLATE PACK      |

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