



Fan Engagement – Fan Engagement Strategy Proposal

Option B : Analysis and Proposal for Racing Club de Strasbourg Alsace

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I. ANALYSIS

1. Background: Mission, Vision, Value Proposition & Brand Values

Club Overview

Racing Club de Strasbourg Alsace (RCSA), is a professional football club founded in 1906 in Strasbourg, the capital of the Alsace region in northeastern France. RCSA was built from working-class and popular foundations, deliberately distancing itself from the more bourgeois sporting institutions of the time. This positioning would define the club's relationship with its territory and its supporters for over a century.

Domestically, RCSA has established itself as one of the most decorated clubs in French football history, having won all three major trophies, the Ligue 1, the Coupe de France, and the Coupe de la Ligue four times. Yet the club's history is also defined by hardship. Severe financial mismanagement pushed RCSA into liquidation in 2011, forcing a restart from the fifth tier of the French football pyramid. The club's subsequent return to Ligue 1 in 2017, achieved through four successive promotions, transformed this difficult period into a defining chapter of its identity. In 2023, BlueCo, the American consortium behind Chelsea's ownership, acquired a majority stake in the club, marking the beginning of a new era of investment and ambition. On the pitch, this transition has already yielded results, a seventh-place finish in Ligue 1 and qualification for the Conference League in the 2024–25 season, and they are now in the semi-final of that Conference League.

Mission

RCSA's mission is structured around two complementary pillars. The first is territorial, the club sees itself as the standard-bearer of the Alsace region, representing its culture and identity both

domestically and in Europe. The second is community-oriented, RCSA is committed to maintaining genuine, lasting proximity with its local audience rather than operating as a purely commercial entity. This community dimension extends beyond the first team, the club's youth academy, the Racing Mutest Académie, operates under the motto « Learn to be small to become big », training young Alsatian footballers with equal emphasis on athletic development and personal education (FCScout, 2023).

Vision

The club's current vision is best understood in the context of the ongoing €160 million renovation of the Stade de la Meinau, designed by global sports architecture firm Populous and scheduled for full completion in 2026. Club president Marc Keller has described the ambition behind this project as building « the stadium of tomorrow with today's atmosphere » (as cited in StadiumDB, 2023), a phrase that captures the strategic balance RCSA is trying to strike : modernising facilities and revenue streams without diluting the raw, passionate atmosphere that has always defined the Meinau. When full, the stadium accommodates 32,000 supporters, include a 5,000 m² fan zone open to the public throughout the week, new hospitality spaces, and a dedicated Family Zone (Populous, 2023; RC Strasbourg Alsace, 2025). This vision of an open, community-accessible stadium, rather than a purely matchday venue, reflects a broader ambition to make RCSA a daily presence in the lives of Strasbourg residents, not just on home game days.

Value Proposition

RCSA's value proposition to its supporters rests on the idea of belonging to something rare, a club with a singular regional identity, a history of resilience, and an atmosphere that is genuinely difficult to replicate. The 60 consecutive league sell-outs recorded at the end of the 2024–25 season (RC Strasbourg Alsace, 2025) illustrate both the strength of this proposition and one of its

current limitations, demand consistently outpaces supply, meaning a significant portion of the fanbase cannot access the matchday experience at all.

Beyond the stadium, the club has invested heavily in extending this sense of belonging into the digital space. According to Benjamin Guthleben, RCSA's Director of Marketing, Digital & Content, « the club's stated goal is to create an experience in which supporters feel as though they are living inside the club every day, not just on matchdays » (Alyce, 2025). This ambition aligns directly with the four pillars of a strong fan engagement value proposition : a clear vision and model, the development of engagement assets across live, home, and online spaces, the creation of marketing and sales opportunities, and the construction of a lasting legacy for future generations.

Brand Values

Understanding RCSA's brand values is essential to any fan engagement strategy. Indeed, fans develop deeper engagement and loyalty when a club's brand reflects their own identity and values, what Tsotsou (2012) describes as the alignment between brand personality and the fan's inner-self and social-self. For RCSA, five distinct brand values can be identified.

- **Alsatian Identity & Regional Pride :**

At the heart of RCSA's brand is its relationship with Alsace, a region whose history of alternating French and German sovereignty has produced a cultural identity unlike anywhere else in Europe. The club has always been a vehicle for that identity. The Alsace flag has appeared on the back of the club's jersey since 2007, and the blue-and-white colours, distinct from the red-and-white of the city itself, are deeply associated with regional belonging. As DesignYourWay (2025) notes, the club's visual identity is built around the values of unity, tradition, and regional

pride. For many supporters, following RCSA is not simply about football it is an expression of who they are and where they come from.

- Resilience & Popular Roots

The 2011 liquidation and subsequent rebuilding from the fifth tier is not treated as a moment of shame in the club's narrative, it is celebrated as proof of character. This resilience story creates what Cialdini et al. (1976) describe as a BIRG effect: supporters associate themselves with the club's comeback, making their own identity inseparable from the club's story, and for many RCSA supporters, the years of lower-division football only deepened those bonds.

- Proximity & Authenticity

RCSA supporters have a well-established reputation for being passionately engaged but uncompromising in their expectations. Former club captain Corentin Martins once described the Strasbourg public as « demanding, but fair », a characterisation that has endured. Supporters here do not see themselves as passive consumers, they regard themselves as guardians of the club's identity. This culture of proximity is one of the most distinctive aspects of RCSA's brand, and it sets a high bar for any management seeking to develop fan engagement without appearing purely transactional.

- Ambition & Emerging European Status

The BlueCo era has introduced a new dimension to the RCSA brand: credible sporting ambition. Investment in the squad and infrastructure, combined with European qualification in 2025, has given the club a visibility it has not enjoyed for decades. According to the IFOP × LFP × Foot Unis brand barometer for 2025–26, national interest in RCSA surpassed 30% among French football followers for the first time, reaching approximately 8.6 million people, an increase of 1.5

million in a single year (RC Strasbourg Alsace LinkedIn, 2025). This growing profile is gradually repositioning RCSA from a well-loved regional club into a club with genuine national and European relevance.

- **A Brand Under Tension**

No honest analysis of RCSA's brand values can avoid addressing the tension that currently runs through them. The Ultra Boys 90, the club's most visible and historically influential supporter group, have publicly denounced what they describe as a gradual erosion of the club's identity and decision-making autonomy under BlueCo's multi-club model (AlsaSports, 2025). This position is shared across the four main supporter groups, who have collectively organised protest actions against the current management direction. This is more than an internal dispute, it is a direct conflict between two of the club's core brand values: authenticity and proximity on one side, ambition and commercial growth on the other. And when supporters no longer see their own identity reflected in the club's brand, team identification weakens, CORFing behaviour grows, and long-term loyalty is jeopardised. Resolving, or at minimum managing, this tension is not a secondary concern for fan engagement, it is the starting point of any credible strategy.

2. Fan Segmentation

Effective fan engagement begins with a clear understanding of who the fans are and what drives their relationship with the club. Not all supporters are motivated by the same needs or behave in the same way, and a club's ability to tailor its strategy to distinct segments is what transforms a generic communication approach into a genuinely impactful one. Drawing from the segmentation framework developed by Smith and Stewart (2014), which identifies demographic,

psychographic, and behavioural dimensions as the three primary axes of sports market segmentation, four main fan segments can be identified within RCSA's fanbase.

Segment 1 : The Ultra Core

This segment is composed of the most committed and actively involved supporters, organised primarily around the Ultra Boys 90 (UB90), founded in 1990, as well as the Kop Ciel et Blanc and the Fédération des Supporters du Racing. Their fandom is rooted in local bond and family tradition, the two most durable pathways to supporter attachment, and for many members, following RCSA is an identity inherited from their Alsatian upbringing rather than a conscious adult choice.

Demographically, this segment skews predominantly male, aged 18 to 45, with deep geographic ties to Strasbourg and the wider Alsatian territory. Behaviourally, they are season ticket holders, regular away travellers, and the primary architects of La Meinau's atmosphere through tifos, chants, and choreographies. Psychographically, they exhibit the highest levels of team identification of any segment, but also the most critical relationship with club management. The Ultra Boys 90 and allied groups have adopted open protest postures toward the club in response to what they perceive as an erosion of RCSA's identity and independence under BlueCo, making this simultaneously the most emotionally invested and most institutionally estranged segment of the fanbase.

Segment 2 : The Loyal Local

This segment encompasses the broad base of long-standing Alsatian supporters who share a deep attachment to RCSA but do not identify with the ultra movement. It includes families attending matches across generations, middle-aged season ticket holders who followed the club through its

lower-division years, and older supporters for whom Racing is inseparable from their sense of regional belonging.

Behaviourally, they are high-frequency matchday attendees and form the backbone of the club's season ticket base, a base so strong that RCSA recorded 60 consecutive league sell-outs by the end of the 2024–25 season. Their loyalty is durable and largely resistant to poor sporting results or ownership transitions. Psychographically, they value authenticity, community, and continuity. They are generally open to commercial development, but remain sensitive to any perception that the club is losing its popular and local character.

Segment 3 : The Digital Native

This segment has expanded rapidly alongside RCSA's recent sporting success and social media growth. It is composed primarily of younger supporters, students, adolescents, and young professionals, whose primary relationship with the club is built through digital platforms rather than regular physical attendance. Ticket scarcity is a structural barrier for this group: with the stadium consistently sold out, casual attendance is practically inaccessible .

The scale of this segment is reflected in RCSA's social media trajectory : the club grew from 1.2 to 1.8 million followers across all platforms in a single season, a 50% increase driven almost entirely by organic content. These supporters engage through short-form video, player-driven narratives, and highlight content. Their attachment is more volatile than that of the previous two segments, as it is primarily experience-based and dependent on the club maintaining a compelling and consistent digital presence.

Segment 4 : The International Follower

The BlueCo acquisition has generated a structurally new segment: internationally based supporters with no direct connection to Alsace, drawn to RCSA through the club's link to the

BlueCo network, particularly Chelsea FC, or through exposure to specific players. This form of fandom is inherently more volatile, as it is player-based or driven by circumstantial variables rather than deep territorial or cultural roots. This segment currently has no dedicated engagement pathway. All club content is produced in French, creating a significant barrier for non-Francophone audiences.

3. Current Fan Engagement Strategy Analysis

Digital Strategy & CRM

The most developed dimension of RCSA's fan engagement is its digital and data strategy. Over the past five years, the club multiplied its fan contact database by six, with social media becoming its primary acquisition channel (Alyce, 2025). This season alone, the club grew from 1.2 to 1.8 million followers across all platforms, a 50% increase driven almost entirely by organic content, and was reportedly the fastest-growing club across Europe's five major leagues in March 2025 (Alyce, 2025). According to Benjamin Guthleben, RCSA's Director of Marketing, Digital & Content, « this performance is built on immersive and creative editorial content designed to make supporters feel like they are living inside the club every day, not just on matchdays ».

However, this strength has a significant structural limit, the club does not operate a dedicated mobile application. Without one, RCSA's digital engagement remains largely one-directional, the club produces content that fans consume passively, but the tools for personalised, interactive, two-way engagement are absent. A dedicated app would enable ticketing, loyalty schemes, in-game content, data collection, and personalised communication within a single integrated platform, something the club's current digital infrastructure does not offer.

Sponsor Activations

A notable feature of RCSA's current fan engagement is the integration of sponsor activations into the fan experience. Recent examples include fan zone challenges organised by Mutest, a gastronomy-themed quiz involving players and the local brand Stoeffler, an esports afterwork event co-organised by Crédit Agricole and Hager with close to 300 participants, and an immersive matchday experience offered by Hager during the Racing–PSG fixture (RC Strasbourg Alsace LinkedIn, 2025). These activations suggest an emerging, locally rooted approach to sponsor integration, one that uses partners to create memorable fan moments rather than simply displaying logos.

However, these activations remain episodic and uncoordinated. There is currently no overarching framework that ties individual sponsor activations into a coherent fan engagement narrative, nor any loyalty mechanism that rewards fans for participating in these experiences.

Supporter Relations

Perhaps the most significant gap in RCSA's current fan engagement strategy lies in its relationship with its organised supporter base. The decision of the four main fan groups to adopt collective protest postures, including the UB90's ongoing 15-minute silence at home matches, represents a serious failure at the foundational level of the Fan Engagement Circle : connection (Sashi, 2012). Without a genuine mechanism for dialogue, co-creation, and transparent communication between the club and its most committed fans, the entire engagement ecosystem rests on an unstable base.

Unlike Borussia Dortmund, which employs a dedicated team of Supporters Liaison Officers (SLOs) at every level of competition, three in the Bundesliga alone, whose explicit role is to organise, connect, understand, and mediate between the club and its fan scene (BVB, 2019),

RCSA has no equivalent structured function. This absence is particularly consequential given the sensitivity of the current ownership transition.

II. PROPOSAL

1. Fan Person Profiles

Fan persons are representative profiles constructed from the segmentation analysis to humanise each audience group and guide the design of targeted engagement strategies. Each person below corresponds directly to one of the four segments identified earlier.

Person 1 : Kevin, 31, The Ultra

Kevin was born and raised in the Neudorf district of Strasbourg, the same neighbourhood where RCSA was originally founded in 1906. He has been attending matches at La Meinau since childhood, first brought by his father, and has been an active member of the Ultra Boys 90 for over ten years. For Kevin, supporting Racing is not a hobby, it is a core part of his identity as an Alsatian. He attends every home match and the majority of away fixtures, contributes to tifo design, and takes genuine pride in the atmosphere the ultras create in the Tribune Ouest.

Kevin's relationship with the club has become increasingly strained since the BlueCo takeover. He feels that decisions are now made in London or New York rather than in Strasbourg, and that the club's popular character is being gradually replaced by a corporate model imported from abroad. He does not oppose sporting ambition, but he wants to be heard, respected, and involved, not managed from a distance. He consumes very little of the club's official digital content, trusting peer networks and ultra group communications far more than official channels.

Person 2 : Marie, 44, The Loyal Local

Marie has held a season ticket at La Meinau for fifteen years. She attends matches with her husband and their thirteen-year-old son, and considers the Racing matchday experience one of the family's most cherished traditions. Her attachment to the club is deep and durable, she followed RCSA through the lower divisions without ever considering abandoning her support. Marie follows the club on Facebook and occasionally on Instagram, primarily for match updates and player news. She is not hostile to the club's commercial development, but she values consistency, warmth, and a matchday experience that still feels personal and local. The renovation disruption has frustrated her, longer queues, reduced facilities, logistical uncertainty, and she has noticed that the family atmosphere she values feels under pressure. She would actively engage with a loyalty programme that recognised her fifteen years of continuous support.

Person 3 : Théo, 20, The Digital Native

Théo is a second-year student at the University of Strasbourg. He became a serious RCSA fan during the 2021–22 season, drawn in by the club's strong performances and increasingly compelling social media presence. He watches every match on DAZN, follows the club on TikTok, Instagram, and YouTube, and engages regularly with player content and behind-the-scenes videos. He has attended four matches at La Meinau, but ticket scarcity means regular attendance is practically impossible for him.

Théo's attachment to the club is genuine but fragile compared to Kevin or Marie, it depends heavily on the club continuing to produce content that is relevant, entertaining, and emotionally resonant. He would attend far more matches if access were easier, and he would deepen his engagement significantly if the club offered him a structured pathway, a loyalty programme, an

app, gamified experiences, that made him feel like a valued member of the community rather than just a passive follower.

Person 4 : James, 34, The International Follower

James is a marketing professional based in London who began following RCSA after the BlueCo takeover in 2023, initially out of curiosity about Chelsea's new sister club. He has since become a genuine follower, watching matches via streaming, tracking results, and occasionally exploring the club's social media. He is drawn to the club's identity story, a small, passionate club from a unique border region, now on the European stage. He has considered visiting Strasbourg for a match but has never found a clear, accessible pathway to make it happen.

James consumes the club entirely in English. He finds the French-only content a genuine barrier, and there is currently nothing, no English-language newsletter, no international fan section, no travel package, that makes him feel the club is aware of or interested in his existence as a supporter. Yet his commercial potential is real, he is a high-income professional who would willingly spend on a travel and matchday package if it were properly designed and marketed.

2. New Fan Engagement Strategy

RCSA faces a situation that no digital campaign, loyalty app, or stadium renovation can resolve on its own, its most passionate supporters no longer feel that the club belongs to them. Results are improving, visibility is growing, infrastructure has been modernised, and yet the stands are fractured, the ultras are silent for the first quarter of every match, and the emotional contract between the club and its people is under serious strain. Any fan engagement strategy that ignores this reality and jumps straight to apps and gamification is building on sand.

The proposed strategy is called « Le Racing, c'est nous » (Racing, that's us). It takes its name directly from the language supporters themselves use when they talk about RCSA, not « the

club », not « the organisation », but « us ». The strategy's central ambition is to make that possessive pronoun true again, not symbolically but structurally. It proposes to transform RCSA's supporters from consumers of the club's product into co-authors of its identity, giving them a formal, meaningful, and lasting role in shaping what the club is, what it stands for, and how it presents itself to the world.

This is not a response to a PR crisis. It is a strategic repositioning in an era where multi-club ownership models are eroding local identity across European football, RCSA has an opportunity to differentiate itself by doing the opposite, by making supporter ownership of the club's identity so embedded and so visible that it becomes the club's most distinctive competitive asset, both domestically and in Europe.

This strategy is built around three interconnected axes that together create a new kind of relationship between the club and all of its fan segments.

Axis 1 : Give Supporters a Real Voice

The first and most urgent axis is institutional. The strategy proposes the creation of a Racing Fan Parliament, a permanent, structured body bringing together elected representatives from each organised supporter group, including the Ultra Boys 90, the Kop Ciel et Blanc, the Fédération des Supporters, and representatives of the Loyal Local and Digital Native segments. The Fan Parliament meets quarterly with club management and has formal consultative power over decisions that directly affect supporter culture: matchday atmosphere, stadium naming, kit design, community initiatives, and the club's cultural programming.

This goes significantly further than a Supporters Liaison Officer model. Drawing on the BVB approach (BVB, 2019) as a foundation, it adds a democratic dimension that directly addresses the specific grievance at the heart of RCSA's supporter crisis, the feeling that decisions are made

abroad, without consultation, and imposed on a community that built this club from nothing. The Fan Parliament does not give supporters veto power over sporting or financial decisions, but it gives them genuine, visible influence over the club's identity, which is precisely what they are asking for.

Axis 2 : Make Alsace the Stage

The second axis expands the club's engagement territory from the stadium to the entire Alsace region. Rather than waiting for supporters to come to La Meinau, the club goes to them, and in doing so, reclaims its status as the cultural institution of the region rather than a sporting product managed from abroad.

Concretely, this means establishing a network of Racing Fan Hubs across the Bas-Rhin and Haut-Rhin : permanent, branded spaces in partner venues, local breweries, cultural centres, community spaces, equipped with screens, Racing memorabilia, and regular programming. These hubs screen away matches, host player appearances, organise community events, and serve as physical touchpoints for supporters who cannot regularly access La Meinau. They are not commercial pop-up stores, they are community anchors, deeply rooted in Alsatian culture and geography, that extend the emotional territory of the club far beyond Strasbourg.

Axis 3 : Connect and Reward Every Fan

The third axis provides the digital and commercial infrastructure that transforms the first two axes into a sustainable, measurable engagement ecosystem. It introduces a unified membership programme, open to all supporters regardless of geography, that replaces the current fragmented ticketing and subscription model with a single, tiered membership that rewards every form of engagement: attending matches, visiting fan hubs, participating in Fan Parliament consultations, sharing content, purchasing merchandise.

Membership tiers are named after landmarks in the club's history, Neudorf (entry level), 1979 (committed supporter), Meinau (elite member), reinforcing the identity narrative at every touchpoint. Higher tiers unlock genuinely meaningful rewards, priority ticket access, invitations to Fan Parliament sessions, exclusive behind-the-scenes access, and personalised content. Crucially, membership data feeds a central CRM platform that allows the club to personalise every communication and identify the most engaged supporters in each segment, including, for the first time, the international audience reached through a dedicated English-language content stream launched in parallel.

Most fan engagement strategies in football today are built around technology, apps, loyalty points, second screens. « Le Racing, c'est nous » uses technology as a tool, not as the strategy itself. The strategy is fundamentally about identity and belonging, the two things that RCSA's supporters are actually asking for, and the two things that no competitor can replicate, because they are entirely specific to this club, this region, and this history.

It is also a strategy that turns the club's most sensitive vulnerability, the tension with its supporter base, into its most powerful differentiator. A club that genuinely shares power with its fans, that plants its flag across an entire region, and that makes Alsatian identity the engine of its growth, is a club that is extremely difficult to disconnect from its roots, regardless of who owns it.

3. Fan Engagement Techniques in Detail

Technique 1 : The Racing Fan Parliament and Co-Creation Workshops

Description : The Racing Fan Parliament is a permanent representative body bringing together elected delegates from each of RCSA's official supporter groups, Ultra Boys 90, Kop Ciel et

Blanc, Fédération des Supporters du Racing, alongside elected representatives of the broader membership base. It meets quarterly with club management and holds formal consultative authority over decisions that directly affect supporter culture : matchday atmosphere, kit design, community initiatives, and cultural programming. Between each quarterly session, thematic co-creation workshops are held across the region, open to a wider group of supporters and focused on specific creative questions, the design of a new kit, the programming of the fan zone, the concept for the next major tifo. These workshops are the operational engine of the Parliament: they generate the concrete proposals that delegates bring to the table.

Main Objective : To rebuild genuine, structural trust between RCSA and its organised supporter base by giving fans a formal and visible role in shaping the club's identity, addressing the root cause of the current institutional crisis rather than its symptoms. The goal is not conflict management but co-ownership: transforming the supporter-club relationship from adversarial to collaborative.

Action Plan :

- Month 1–2: Club management presents a formal charter to all organised supporter groups, defining the Parliament's scope, powers, and limits. The charter specifies consultative authority over matchday experience, visual identity decisions, community programming, and communication on identity-related matters
- Month 3: Elections organised within each supporter group to designate delegates. Two additional seats reserved for representatives elected by general membership vote, ensuring Loyal Local and Digital Native segments have a voice beyond the organised groups

- Month 4: First session held at La Meinau. Agenda co-constructed between management and delegates. Minutes published on official channels within 48 hours, full transparency, no exceptions
- Monthly: Co-creation workshops held across Alsace, maximum 30 participants per session recruited through open application via the membership platform. Each workshop produces a concrete deliverable that the club commits to reviewing formally
- Annually: A public assembly open to all members at which the club reports on actions taken in response to Parliament recommendations, a formal « you said, we did » accountability mechanism

Desired Results : Measurable de-escalation of institutional tension with organised supporter groups within the first season; reduction in protest activity at home matches; increased supporter trust scores in annual fan survey; RCSA recognised nationally as a benchmark club for supporter relations, generating positive press coverage that strengthens the brand.

Technique 2 : Racing Fan Hubs Network

Description : The Racing Fan Hubs are a network of permanently branded community spaces established in partner venues across the Bas-Rhin and Haut-Rhin, local breweries, cultural centres, sports bars, community halls. Each hub is equipped with a large screen, Racing visual identity elements, and a structured calendar of weekly programming. They are open throughout the week and serve as physical touchpoints for the large share of RCSA's fanbase that lives outside Strasbourg or cannot regularly access La Meinau due to ticket scarcity. Critically, these are not commercial pop-up stores, they are community anchors, deliberately rooted in Alsatian culture and geography, that extend the emotional territory of the club across the entire region.

Main Objective : To reinforce RCSA's identity as a regional institution rather than a Strasbourg-only club, while simultaneously creating accessible, regular engagement touchpoints for supporters who are currently underserved by the matchday-only offer, particularly the Loyal Local segment living outside the city and the Digital Native who cannot attend matches regularly.

Action Plan :

- Year 1: Launch five pilot hubs in Colmar, Mulhouse, Haguenau, Sélestat, and a second Strasbourg location, selected in partnership with local businesses that share the club's community values
- Each hub receives a starter kit from the club: branded materials, screen equipment, a programming guide, and a dedicated contact within the fan engagement team
- Weekly programming includes: away match screenings, monthly player appearance events, youth coaching sessions delivered by Racing academy staff, co-creation workshop sessions, and open community evenings
- Hub managers — local volunteers trained and certified by the club — earn elite membership tier status and receive priority ticket access as recognition of their role
- Year 2–3: Expand to ten hubs based on Year 1 attendance data and geographic demand from the membership platform

Desired Results : Minimum 200 regular weekly visitors across the hub network by end of Year 1, measurable increase in registered members from municipalities currently underrepresented in the fanbase; generation of a pipeline of engaged supporters who convert to matchday attendance as

stadium capacity grows post-renovation; strengthened regional media presence positioning RCSA as an active community institution across Alsace.

Technique 3 : « Racing à Vie » Tiered Membership & App Ecosystem

Description : The « Racing à Vie » membership programme and its digital home, the official club app, are designed as a single, integrated system. The membership provides the structure; the app provides the access. Together they replace the club's current fragmented approach to supporter relationships, where season ticket holders, social media followers, merchandise buyers, and occasional matchday visitors exist in entirely separate silos, with a unified ecosystem that connects every fan segment to the club through a common platform.

The membership is structured around three tiers named after milestones in the club's history : Neudorf (free entry tier, named after the neighbourhood where the club was founded), 1979 (paid tier, named after the club's only league title), and Meinau (premium tier, named after the stadium that has been home to the club since 1914). Every tier rewards engagement, attending matches, visiting fan hubs, participating in co-creation workshops, purchasing merchandise, contributing to Fan Parliament consultations, through a points system visible and trackable within the app.

The app itself is built specifically to serve « Le Racing, c'est nous » rather than being a generic sports club application. It includes a Fan Parliament module through which all members can follow session agendas, read published minutes, vote on consultation questions between sessions, and submit proposals to their elected delegates. It includes a fan hub locator and event calendar that makes the regional network navigable. And it includes the full digital engagement layer, ticketing, gamification, second-screen matchday features, personalised content, that converts passive digital followers into active, measurable community members. Beacon technology installed across the Meinau complex and fan hubs enables location-based, contextual

communication: personalised welcome messages on arrival, F&B recommendations, member discount triggers near the club shop, and milestone recognitions for first-time visitors.

Main Objective : To create a single, inclusive ecosystem that makes « Le Racing, c'est nous » a lived, daily experience for every supporter, regardless of whether they live in Strasbourg or abroad, attend regularly or follow entirely from a distance, while generating the data infrastructure the club needs to understand, personalise, and sustainably serve its entire fanbase for the first time.

Action Plan :

- Neudorf tier (free): Available to anyone registering on the app. Benefits include exclusive digital content, early news, online polls, match predictions, points accumulation toward tier upgrades, and access to Fan Parliament minutes and consultation votes
- 1979 tier (€29/year): Designed for regular supporters. Benefits include priority ticket access windows, club shop and fan zone F&B discounts, invitations to co-creation workshops and fan hub events, a physical membership card, and a unique jersey patch identifying the wearer as part of the Racing à Vie community
- Meinau tier (€79/year or included with season ticket): Designed for the most committed supporters. Benefits include Fan Parliament voting rights, guaranteed seat for one away fixture per season, exclusive behind-the-scenes content, annual player meet-and-greet, and a personalised video message from a first-team player at the season's start
- App Phase 1 (Month 1–6): Membership dashboard, digital ticketing, Fan Parliament module, fan hub locator, news and push notifications

- App Phase 2 (Month 7–12): Beacon installation, gamification features, second-screen matchday content, in-app F&B ordering
- App Phase 3 (Year 2): Full CRM integration, personalised content by segment, complete English-language interface

Desired Results : 15,000 registered members across all tiers by end of Year 1, 25% conversion from Neudorf to 1979 tier within 18 months, 50,000 app downloads in Year 1, measurable increase in merchandise revenue and matchday F&B spend among members, Fan Parliament module actively used by a minimum of 30% of registered members; significant enrichment of the CRM database enabling genuinely personalised communication across all four fan segments.

Technique 4 : International Content Stream

Description : Building on RCSA's existing social media strength, this technique formalises a dedicated English-language content programme targeting the club's growing international and national non-Francophone audience. Rather than simply translating existing French content, which produces a generic and inauthentic result, the programme creates original English-language storytelling built around the one asset no other club can replicate, RCSA's Alsatian identity. The content strategy is grounded in the idea that this club's story, a border region with a complex history, a phoenix comeback from the fifth division, a unique cultural identity now on the European stage, is genuinely compelling to international football audiences who are increasingly seeking authenticity over gloss.

Main Objective : To convert the thousands of international followers generated by the BlueCo era and the Conference League campaign into emotionally connected supporters with a

structured and progressive pathway toward deeper engagement, and ultimately toward a matchday visit to Strasbourg.

Action Plan :

- Dedicated English-language content across Instagram, YouTube, and TikTok: minimum three original posts per week, focused on player profiles, club history, Alsatian culture, and matchday experience storytelling, content that exports the identity of the club, not just its results
- A « Road to Strasbourg » YouTube series : travel guides, matchday experience previews, and Alsace tourism content designed to make a visit feel accessible and attractive for supporters based in the UK, US, and other English-speaking markets connected to the BlueCo network
- Annual international matchday package developed in partnership with local tourism operators: return travel, accommodation, matchday ticket, fan zone access, and a guided Alsace cultural experience, marketed through the English content stream and the club app's English interface
- Establishment of new international fan sections, beginning with London, modelled on the existing Paris section, giving international followers a physical community and a formal connection to the club's supporter structure

Desired Results : 200,000 English-language followers across platforms within 18 months; minimum 200 international matchday packages sold in Year 1, two new international fan sections established; measurable increase in international merchandise orders, international

audience progressively integrated into the membership ecosystem through the app’s English interface.

4. **Estimated Budget**

The following budget covers Year 1 of the « Le Racing, c'est nous » strategy. All projections are grounded in verified data : 23,000 season ticket holders for 2025–26 (Hommedumatch, 2025), 1.8 million social media followers (Alyce, 2025), and a CRM database that has grown sixfold over five years (Alyce, 2025).

Technique 1

Item	Detail	Cost
Fan Engagement Officer (full-time)	1 FTE — salary + charges	€45,000
Quarterly Parliament sessions	4 × €2,000 (venue, catering, logistics)	€8,000
Monthly co-creation workshops	12 × €1,000 (venue, travel, materials)	€12,000
Annual public assembly	Venue + production + communication	€5,000
Subtotal		€70,000

Indirect Revenue Impact

Revenue Stream	Basis	Projection
Season ticket renewal protection (+5%)	23,000 holders × avg €200 × 5%	€230,000
Total indirect Year 1 impact		€230,000

Technique 2

Item	Detail	Cost
Starter kit per hub	5 × €5,000 (screen, branding, equipment)	€25,000

Item	Detail	Cost
Annual programming per hub	5 × €6,000 (events, appearances, materials)	€30,000
Hub manager training	5 managers, 2-day programme	€5,000
Regional launch campaign	Print + digital + local press	€10,000
Local sponsorship offset	5 hubs × €1,500	-€7,500
Subtotal		€62,500

Technique 3

Item	Detail	Cost
App development Phase 1	Core features: ticketing, membership, Fan Parliament module, hub locator	€120,000
App development Phase 2	Gamification, second screen, F&B ordering, beacons	€60,000
Beacon hardware installation	40 beacons across Meinau + 5 hubs	€20,000
CRM platform integration	Data migration + API + segmentation	€25,000
Membership programme launch	Design + communication + marketing	€15,000
Physical cards + jersey patches	15,000 units Year 1	€10,000
Subtotal		€250,000

Membership Revenue Projections — Year 1

Revenue Stream	Basis	Projection
1979 memberships (€29)	5% of 1.8M followers → 15,000 registered → 25% conversion = 3,750	€108,750
Meinau memberships (€79)	500 standalone purchasers	€39,500
Merchandise uplift	+20% on €150,000 baseline	€30,000
F&B uplift via in-app ordering	+15% on €165,000 baseline	€24,750
Total Year 1 revenue		€203,000

Technique 4

Item	Detail	Cost
English content creator (full-time)	1 FTE junior, Strasbourg-based	€35,000
"Road to Strasbourg" YouTube series	4 episodes × €5,000	€20,000
International matchday packages	200 packages × €150 marketing cost	€15,000
Fan section launch events	2 cities × €5,000	€10,000
Paid social campaigns	Meta + TikTok, English-speaking markets	€8,000
App localisation & translation	English interface + key documents	€5,000
Subtotal		€93,000

Revenue Projections — Year 1

Revenue Stream	Basis	Projection
International matchday packages	200 × €350 net margin	€70,000
International merchandise uplift	+15% on €50,000 baseline	€7,500
New international memberships	500 × €29	€14,500
Total Year 1 revenue		€92,000

Total Budget Summary

Technique	Investment	Revenue Y1	Net Y1	Note
1 — Fan Parliament	€70,000	€230,000	+€160,000	Renewal protection
2 — Fan Hubs	€62,500	—	Pipeline value	Brand & regional reach

Technique	Investment	Revenue Y1	Net Y1	Note
3 — Membership & App	€250,000	€203,000	-€47,000	App amortised Y2–3
4 — International Content	€93,000	€92,000	-€1,000	Revenue-neutral Y1
TOTAL	€475,500	€525,000	+€49,500	

3-Year Financial Outlook

	Year 1	Year 2	Year 3
Investment	€475,500	€310,000	€270,000
Revenue	€525,000	€750,000	€1,100,000
Net	+€49,500	+€440,000	+€830,000

Conclusion

RC Strasbourg Alsace possesses all the raw materials for exceptional fan engagement, a unique regional identity, a deeply loyal fanbase, growing sporting ambition, and a transformative stadium renovation. Yet none of these assets will reach their full potential if the fundamental fracture between the club and its supporters remains unaddressed.

The « Le Racing, c’est nous » strategy proposed in this report is a direct response to this reality. By giving supporters a genuine institutional voice, extending the club’s presence across the entire Alsace region, building a unified digital engagement ecosystem, and opening a dedicated pathway for its growing international audience, RCSA has the opportunity to transform fan engagement from a collection of disconnected initiatives into a coherent, identity-driven, and financially sustainable ecosystem.

In an era where multi-club ownership models are increasingly homogenising European football, the clubs that will endure are those that anchor their identity in genuine community belonging.

« Le Racing, c'est nous » is RCSA's opportunity to make that belonging structural and lasting, regardless of who holds the shares.