



You give everything for the fans. In service, too.

With the TÜV Rheinland “Certified Service Quality – Sport” standard, sports clubs are doing everything for their fans!



From left to right: FC Bayern München AG Executive Board Chairman Karl-Heinz Rummenigge, Chairman of the Executive Board of Management TÜV Rheinland AG Dr. Michael Fübi

Certified Service Quality - Sport

Professional sport is becoming increasingly prominent in society and the economy. This is also raising expectations in terms of service quality and customer satisfaction in professional sport. To meet these increased requirements, TÜV Rheinland has developed the new international standard "Certified Service Quality - Sport", which makes clubs more attractive and boosts their image.

In the new certification procedure, the impact of the range of services on customer satisfaction and the benefits to the fans/customers in particular are recorded and audited along with the processes. Consequently, incorporating the fans/customers of a club in the audit in the new "Certified Service Quality - Sport" certification procedure was the obvious next step. On this basis, the key stages of the procedure are:

- The mystery check in the stadium by suitably qualified auditors from TÜV Rheinland, and
- A survey of the fans/customers by the renowned sports market research company SLC Management, based in Nuremberg, Germany.

The certification procedure focuses on all aspects of the club and stadium infrastructure at the relevant points of contact with the customer. The results of the mystery check and the surveys are extensively documented, discussed with the club in an audit meeting and used as the basis for improvement measures.

The new procedure offers clubs benefits and advantages such as:

- An improved image and enhanced attractiveness among stakeholders (particularly in terms of spectator numbers and sponsors)
- Tips on optimizing service quality in the context of the range of services
- Benchmarks with other clubs

The biggest club in the world, FC Bayern Munich, was the first to go through the new procedure and receive the "Certified Service Quality - Sport - Professional Clubs" certificate. As well as FC Bayern Munich, other top clubs have since also had their service quality certified.

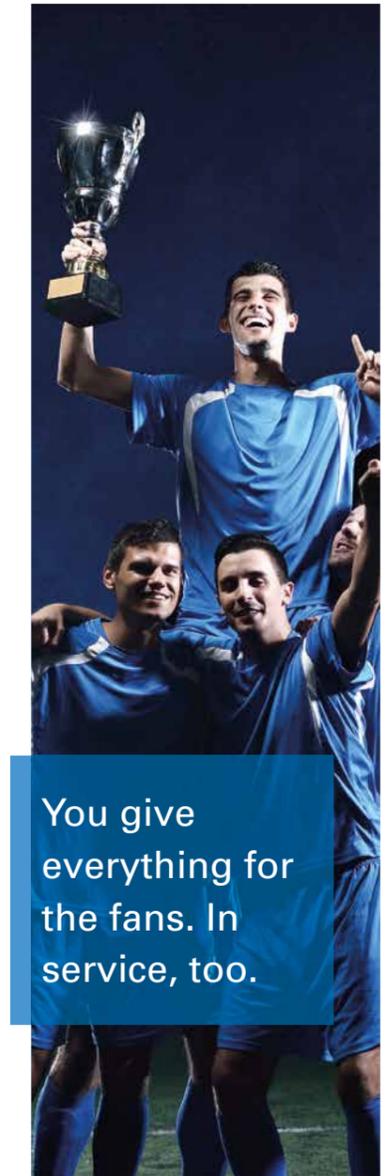
You too can benefit from our expertise in high quality standards in professional soccer!

Mönchengladbach are the new fans' champions!

Borussia Mönchengladbach top the major fan survey. Schalke plummet from 4th to 14th place, while Leverkusen climb from 15th to 5th. Stuttgart supporters vent their displeasure at their bosses

How I rate my club	1 (3) ↑	2 (1) ↓	3 (7) ↑	4	5 (15) ↑	6 (5) ↓	7 (2) ↓	8	9 (6) ↓	10 (12) ↑	11 (10) ↓	12 (14) ↑	13 (11) ↓	14 (4) ↓	15 (9) ↓	16 (16) →	17 (18) ↑	18 (13) ↓
	M'gladbach	Bayern	Wolfsburg	Cologne	Leverkusen	Augsburg	Dortmund	Paderborn	Mainz	Hertha Berlin	Freiburg	Frankfurt	Bremen	Schalke	Hoffenheim	Stuttgart	Hamburg	Hannover
TICKETING	1.92	2.43	2.10	2.09	1.87	2.66	2.86	2.58	2.24	2.09	2.06	1.99	2.82	2.58	2.21	2.62	2.51	2.34
Ticket organization	1.72	2.48	2.20	1.98	1.90	2.52	3.16	2.69	2.46	1.95	2.02	1.78	2.81	2.40	2.22	2.14	2.42	1.98
Ticket prices	2.13	2.37	2.00	2.19	1.84	2.81	2.56	2.47	2.03	2.23	2.11	2.21	2.83	2.76	2.21	3.10	2.61	2.71
TRANSPORT	2.34	2.49	1.81	2.43	2.35	2.81	2.26	2.30	2.83	2.30	3.13	2.40	2.88	2.55	2.83	2.43	3.17	2.34
Traffic flow	2.52	2.51	1.71	2.38	2.11	2.68	2.15	2.18	2.38	1.96	2.70	1.97	2.46	2.64	3.59	2.40	3.15	2.09
Parking situation	2.15	2.47	1.90	2.48	2.59	2.93	2.37	2.41	3.27	2.64	3.57	2.84	3.30	2.47	2.08	2.47	3.19	2.59
STADIUM	2.03	2.05	2.09	2.26	2.16	2.16	2.50	2.19	2.11	2.18	2.60	2.28	2.19	2.20	2.29	2.22	2.83	2.61
Admission situation	2.06	1.81	1.94	2.01	2.31	1.84	1.95	2.05	1.93	2.08	2.37	2.34	2.03	2.52	2.19	1.83	2.32	2.63
Signs and directions	1.75	1.80	1.72	1.95	1.94	1.95	2.18	2.15	1.94	2.11	2.22	1.77	2.03	2.05	2.14	1.86	2.27	2.01
Number of restrooms	2.02	2.07	2.37	2.45	2.18	2.60	2.77	2.26	2.17	2.07	2.93	2.53	2.35	2.12	2.47	2.60	3.05	2.83
Cleanliness of restrooms	2.28	2.54	2.33	2.64	2.21	2.25	3.09	2.31	2.42	2.46	2.89	2.50	2.34	2.13	2.35	2.60	3.66	2.97
CATERING	2.35	2.20	2.31	2.54	2.42	2.61	2.35	2.49	2.67	2.44	2.35	2.76	3.26	2.29	2.60	2.77	2.98	2.60
Number of food stands	2.05	1.91	2.37	2.34	2.16	2.30	2.20	2.21	2.34	2.05	2.44	2.41	2.81	1.95	2.41	2.62	2.83	2.33
Range of food and drink	2.06	1.96	2.39	2.48	2.20	2.11	2.13	2.10	2.38	2.14	2.38	2.35	3.18	2.06	2.46	2.39	2.53	2.59
Value for money	2.96	2.74	2.18	2.81	2.89	3.41	2.71	3.18	3.05	3.11	2.24	3.52	3.79	2.84	2.93	3.29	3.59	2.88
EVENT NATURE	2.05	2.15	2.23	1.79	2.21	1.87	1.77	2.06	2.07	2.08	2.25	1.96	1.90	2.06	2.81	2.34	2.37	3.14
Atmosphere	1.47	2.07	1.74	1.37	2.04	1.43	1.20	1.69	1.46	1.83	1.82	1.50	1.35	1.50	2.76	1.67	1.80	2.93
Additional events/activities	2.64	2.23	2.73	2.22	2.39	2.32	2.33	2.43	2.68	2.34	2.69	2.42	2.45	2.61	2.86	3.01	2.94	3.36
CLUB	1.36	1.40	1.43	1.77	1.76	1.46	1.81	1.82	1.63	2.51	1.90	2.36	1.87	2.69	2.39	3.50	2.88	3.87
Board/management	1.35	1.30	1.69	1.45	1.85	1.70	1.66	1.91	1.57	2.95	2.03	2.73	2.31	3.25	2.34	4.60	3.19	4.00
Team	1.28	1.31	1.21	1.85	1.38	1.38	2.42	1.91	1.82	2.72	1.93	2.69	2.17	3.22	2.32	3.83	3.26	3.79
Fans	1.36	1.63	1.64	2.07	2.00	1.16	1.28	1.52	1.56	1.66	1.75	1.30	1.19	1.66	2.59	1.48	1.73	3.64
Club concept	1.45	1.36	1.16	1.70	1.79	1.60	1.86	1.70	1.60	2.71	1.89	2.71	1.80	2.65	2.31	4.07	3.35	4.04
MERCHANDISING	2.36	2.11	2.69	2.20	2.40	2.41	2.12	2.16	2.51	2.31	2.44	2.33	2.59	2.54	2.30	2.57	3.03	3.02
Range of fan items	1.98	1.60	2.71	1.83	2.44	2.57	1.89	2.13	1.95	1.89	2.24	1.91	2.49	2.30	2.13	2.30	2.37	2.74
Value for money	2.91	2.41	2.61	2.33	2.60	2.60	2.55	2.16	2.81	2.67	2.28	2.47	2.99	3.12	2.50	2.85	3.14	3.41
Interest in fan items	2.20	2.33	2.75	2.45	2.17	2.05	1.91	2.19	2.77	2.38	2.79	2.63	2.30	2.20	2.28	2.56	3.58	2.92
IMAGE OF THE CLUB	1.33	1.42	2.78	1.92	2.23	1.50	1.40	2.06	1.57	2.77	1.65	2.68	1.56	2.49	2.40	3.84	3.16	3.26
OVERALL GRADE	1.98	2.02	2.10	2.14	2.15	2.17	2.18	2.19	2.21	2.32	2.33	2.34	2.41	2.43	2.45	2.74	2.86	2.94
May 2014	2.05 (3rd place)	1.91 (1st place)	2.17 (7th place)		2.58 (15th place)	2.07 (5th place)	1.99 (2nd place)		2.10 (6th place)	2.44 (12th place)	2.37 (10th place)	2.48 (14th place)	2.40 (11th place)	2.06 (4th place)	2.27 (9th place)	2.60 (16th place)	2.81 (18th place)	2.47 (13th place)

Photo: Getty Images



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BUNDESLIGA BAROMETER
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TÜVRheinland®
Precisely Right. Sport Bild

By Axel Hesse

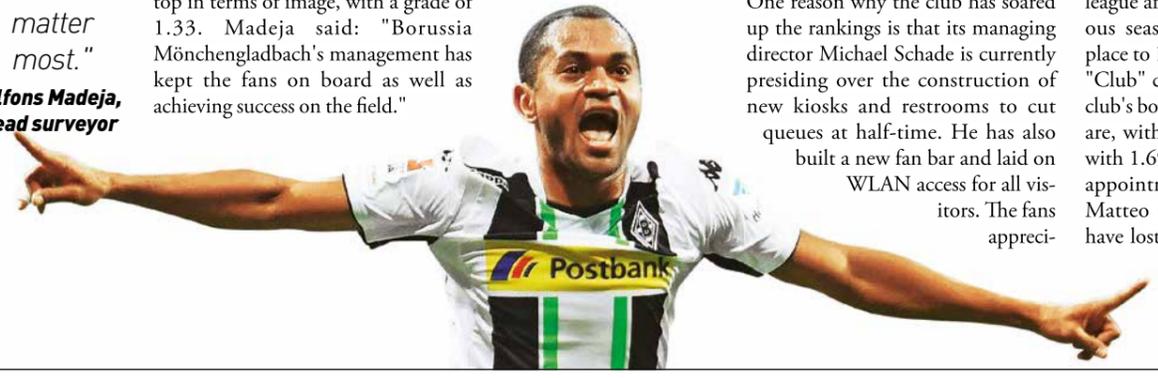
As well as impressing their competitors, the sharp rise of Borussia Mönchengladbach in recent years has boosted the confidence of the club's own fans. After finishing third in the German Bundesliga to claim a place in the Champions League, they have now

been crowned champions: Mönchengladbach has taken first place in the major fan survey!
Nuremberg-based Professor Alfons Madeja and his employees have conducted the major fan survey for TÜV Rheinland and SPORT BILD for the 12th time. On match days 31, 32 and 33 of the season just ended, they surveyed a total of 5,400 fans about their satisfaction with their club before kick-off around the stadiums. For instance, fans in Munich were asked about Bayern, while the questions in Dortmund related to Borussia.
"Concept and professionalism matter most to the fans", said Madeja,

"Concept and professionalism matter most."
Alfons Madeja, lead surveyor

commenting on the survey. These values are covered in the "Club" section. In this category, Borussia Mönchengladbach supporters give their club and manager Max Eberl the top grade of 1.36. The club - which narrowly avoided relegation four years ago - also came top in terms of image, with a grade of 1.33. Madeja said: "Borussia Mönchengladbach's management has kept the fans on board as well as achieving success on the field."

WINNER
RAFFAEL CELEBRATES. AMONG THE FANS. BORUSSIA MÜNCHENGLADBACH ARE TOP OF THE LEAGUE



Two other examples clearly show that the fans' satisfaction with the club is not solely dependent on league position. Bayer Leverkusen climbed from 15th to 5th place in the survey, even though the team came fourth in the league, as in the previous year. One reason why the club has soared up the rankings is that its managing director Michael Schade is currently presiding over the construction of new kiosks and restrooms to cut queues at half-time. He has also built a new fan bar and laid out WLAN access for all visitors. The fans appreciate this.

"To spectators, the service concept is just as important as success on the field. These days, matchgoers don't just want to see their team win - they want a great day out. Clubs need to recognize this", said Madeja. Schalke, who came sixth in the league after finishing third the previous season, plummeted from 4th place to 14th in the fan survey. In the "Club" category, supporters let their club's bosses know how unhappy they are, with a grade of 2.69 compared with 1.69 a year ago. After the failed appointment of coach Roberto Di Matteo (see next page), spectators have lost confidence in the management team.

Stuttgart fans have run out of patience altogether. The management team around sporting director Robin Dutt received a devastating grade of 4.6. The rating of the club image (grade 3.84) is the worst in the history of the survey.

- ✓ Tickets
- ✓ Entry
- ✓ Stands
- ✓ Catering

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Fans name Favre as the best coach

Mönchengladbach coach beats Hecking (Wolfsburg) and Schmidt (Leverkusen)

By Axel Hesse

Borussia Mönchengladbach fans have given Lucien Favre credit for the team's success. In the last survey, the Swiss coach came sixth. Now, after leading Mönchengladbach to third place and into the Champions League, he sits at the summit.

Favre has won over the team's supporters with an ever-improving brand of passing soccer. This is reflected by a grade of 1.17. Wolfsburg's Dieter Hecking is just behind Favre. Under his guidance, Wolfsburg finished runners-up in the league and won the German Cup. The club's fans gave him a grade of 1.18 in the major survey for TÜV Rheinland and SPORT BILD. He has a narrow lead over Roger Schmidt (grade 1.20), who led Leverkusen to fourth place with fast-paced attacking soccer. His contract was recently extended until 2019.

There has been no such commitment from Pep Guardiola at Bayern Munich. His contract still has a year to run. The Spaniard refuses to be drawn on what will happen when it expires.

Is this why the supporters have only given him the fifth-best grade (1.33)? The bottom end of the coach ranking table shows how sensitive the fans are. Stuttgart's Huub Stevens (17th place) and Schalke's Roberto Di Matteo, who came last with a grade of 3.38, wound up there. Both coaches were sacked by their clubs as soon as the season ended.

WINNERS The following coaches received the best grades from the fans:

- 1 Lucien Favre (Borussia Mönchengladbach),
- 2 Dieter Hecking (Wolfsburg),
- 3 Roger Schmidt (Bayer Leverkusen),
- 4 Markus Weinzierl (Augsburg) and
- 5 Pep Guardiola (Bayern Munich). However, the fact that the title-winning Spaniard only received the fifth-best grade from his own fans is not so much an accolade for the Bayern coach as a sign that supporters are starting to turn against him.



TIME UP FOR DI MATTEO AND STEVENS

Coach	Club	Grade
1. Lucien Favre	M'gladbach	1.17
2. Dieter Hecking	Wolfsburg	1.18
3. Roger Schmidt	Leverkusen	1.20
4. Markus Weinzierl	Augsburg	1.30
5. Pep Guardiola	Bayern	1.33
6. André Breitenreiter	Paderborn	1.40
7. Peter Stöger	Cologne	1.43
8. Viktor Skripnik	Bremen	1.44
9. Markus Gisdol	Hoffenheim	1.64
10. Jürgen Klopp	Dortmund	1.77
11. Martin Schmidt	Mainz	1.92
12. Pal Dardai	Hertha Berlin	1.96
13. Christian Streich	Freiburg	2.13
14. Thomas Schaaf	Frankfurt	2.19
15. Bruno Labbadia	Hamburg	2.41
16. Michael Frontzack	Hannover	2.85
17. Huub Stevens	Stuttgart	2.97
18. Roberto Di Matteo	Schalke	3.38

The table shows how fans rate the coach of their favorite club

"Everybody should know what the fans expect"

Five questions for Dr. Michael Fübi, CEO of TÜV Rheinland

What is service quality in sports?
First of all: When I go to the stadium, I want to see my team win. But the fun at the stadium includes all the trappings. How long I have to queue, how quickly I can find my seat; the stadium hot dog is just as important as the good feeling of feeling safe. So everything, barring the game itself – and that is the service quality that measurably influences the overall verdict of the fans.



Dr. Michael Fübi

What does that mean for the clubs?
A club aware of quality has this firmly under control, as the cleanliness of the restrooms, the quality of the fan articles and whether the French fries are hot and crispy cannot be allowed to depend on chance. Quality management must work on this. Everyone, from the security guard to the president, should know what the fans expect and act accordingly.

Why?
On a Saturday of soccer with friends or family in the stadium, I want to have fun and, today, this expectation has to be met by the clubs. No club in Germany's Bundesliga soccer league can survive financially on soccer games alone. Merchandising, parties or fan worlds such as at the Allianz Arena are important for success.

What do fans gain from good service?
Every fan profits, whether they are a family dad or a group of girls. And good service creates a good atmosphere.

How can sports clubs improve?
It is possible to improve the quality of service, irrespective of the position in the league table, in a targeted and sustained manner. Hygiene, safety and friendliness are not a matter of chance; they can be planned. With its "Certified Service Quality – Sport" standard, TÜV Rheinland has laid the foundations for a high level of service quality in the German Bundesliga, and Bayern Munich is the first soccer club to have already had itself certified in accordance with this standard.



ENTHUSIASM IN MÖNCHEGLADBACH, THE FANS ARE PLEASED WITH THE SERVICE AND THE BUSES AS WELL AS THE TEAM

Mönchengladbach celebrate fan title

Manager Eberl: "Because it's not just about the sporting side, this is an accolade for all employees"

BUNDESLIGA BAROMETER
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TÜVRheinland® Precisely Right. Sport Bild

By Axel Hesse

There are celebrations in Mönchengladbach. Borussia are the fans' number one, according to the major survey by TÜV Rheinland and SPORT BILD (see magazine 24) on supporters' satisfaction with their favorite club.

"Our position in the Bundesliga table is amazing, our position in the fan table is amazing – and we aim to work to stay there in the future", said managing director Stephan Schippers, who has just ended the season in third place with Borussia. "There's no point patting ourselves on the back now, only to fall away next year. We have to keep moving." Sporting director Max Eberl



WINNERS
Mönchengladbach managing director Stephan Schippers and his club received the best grade from the fans in the major survey.



LOSERS HANNOVER CHAIRMAN KIND AND HIS CLUB FACED A BACKLASH IN THE FAN SURVEY.

added: "I think it's great that our fans have recognized our achievements in this way. The fact that it's not just about the sporting side is an accolade for all employees and the whole club, which I'm particularly pleased about. However, it is also a remit for the future."

At the other end of the satisfaction scale, there is an optimistic outlook. Hannover 96 - where there was a major rift between the club hierarchy and the fans this season, culminating in a boycott lasting several months by many hardcore fans, or ultras - faced a backlash. They came 18th. Commenting on the outcome, chairman Martin Kind, who reached a truce with the ultras just before the end of the season, said: "The problematic relationship between Hannover 96 and the fans affected the atmosphere in the stadium. 18th place is therefore not unexpected. However, the last five games were great. The atmosphere in the stadium couldn't be better. Most of the problems have been identified. We are working on concepts that we will discuss with the fan repre-

"The relationship between Hannover 96 and the fans negatively affected the atmosphere."
Hannover chairman Kind

sentatives in order to improve even more." The club from Lower Saxony aims to improve service and comfort in the stadium for all visitors. "We are in discussions with Deutsche Telekom about WLAN in the stadium, but that will take time", said Kind.

In turn, Cologne supporters appear to have come to terms with mediocrity. The club came fourth in the fan survey after finishing twelfth in the Bundesliga, and received top marks in the management, team and concept categories. "The fans accept the reality, not mediocrity", said sporting from Jörg Schmadtke, giving his take on the result. "I think part of the fans' disappointment in the past stemmed from unrealistic expectations of the club."

Contributions from Heiko Ostendorp, Nina Gressmann, Florian Wichert

Leverkusen listen to their fans

BUNDESLIGA BAROMETER presented by



The question of how seriously fans feel they are taken by their club reveals major surprises: Many of the traditional big clubs are in the bottom half, while Leverkusen come out on top

Where fans feel they are taken seriously

Leverkusen	95.4%
Mönchengladbach	93.6%
Augsburg	93.0%
Bayern	92.6%
Freiburg	90.1%
Cologne	86.5%
Dortmund	81.8%
Wolfsburg	80.4%
Mainz	78.4%
Hoffenheim	66.7%
Paderborn	66.7%
Schalke	65.1%
Werder Bremen	63.5%
Hertha Berlin	62.5%
Hamburg	57.4%
Frankfurt	48.7%
Hannover	33.0%
Stuttgart	21.4%

FAN POLL: THE TABLE SHOWS WHERE THE CLUBS CARE ABOUT FANS' CONCERNS

FRANKFURT EINTRACHT FANS ARE NOT HAPPY WITH THE CATERING IN THE STADIUM



HANNOVER HANNOVER 96'S MANAGEMENT TEAM PAYS LITTLE ATTENTION TO THE FANS THE ULTRAS WERE AT LOGGERHEADS WITH CHAIRMAN KIND LAST SEASON, CALLING FOR HIS RESIGNATION. THERE WAS AN END-OF-SEASON RECONCILIATION



WOLFSBURG
80% OF FANS RATE THE DIALOG WITH THE CLUB AS GOOD. AT THEIR SUGGESTION, SIGNAGE AND ADMISSION AT THE VW ARENA WERE OPTIMIZED SEVERAL YEARS AGO

BAYER LEVERKUSEN
FANS FEEL THAT THEIR REQUESTS HAVE BEEN MET TO THE HIGHEST DEGREE. FOR INSTANCE, THE NETWORK OF FAN SHOPS HAS BEEN EXPANDED

— By Axel Hesse

Fifth place in the overall standings has rarely caused so much celebration in Leverkusen. In the Bundesliga, that would mean the Europa League instead of the Champions League. In the TÜV Rheinland and SPORT BILD fan barometer, it makes them the most-improved club of the year. And according to the major fan survey, this is down to a simple tactic: listening. Leverkusen are the champions at this discipline.

5,400 fans were asked about their satisfaction with their club in the Bundesliga by Nuremberg-based Professor Alfons Madeja and his team on match days 31, 32 and 33 (see magazine 24 of June 10). In addition, the supporters rated the level of respect they felt they received from the bosses of their favorite club. The question was: Do you believe that the people in charge of your club take the wishes and needs of the fans seriously? 95.4% of Leverkusen fans responded positively, the highest figure in the league. Stutt-

gart came last, with a 'yes' rate of 21.4% (see the table on the left).

Leverkusen managing director Michael Schade, who took office in 2013 as a "fan of the fans", stated: "I regard the results as a real vindication of the work we have done. In the past two years, we have made every effort to strengthen dialog and meet requests". Fences in the stadium have been taken down, a new fan bar has been created, the core fans' block in the corner has been restored to its position behind the goal, new restrooms and kiosks have been built, and extra fan shops have been opened.

It is striking that while the works club and many small clubs like Augsburg (3rd place), Freiburg (5th), Mainz (9th) and Wolfsburg (8th), where signage and the admission situation at the stadium were improved years ago at the fans' request, came in the top half and received high approval levels for cooperation, many of the traditional big clubs ended up near the bottom. Schalke landed in 12th place, followed by Werder Bremen, Hertha Berlin, Hamburg, Frankfurt, Hannover and Stutt-

gart. Lead surveyor Madeja said: "Tradition doesn't mean safeguarding the ashes, but keeping the flame alive." In other words, the clubs should treat their fans exactly as the works club Bayer Leverkusen is doing. However, the tradition-steeped Borussia Mönchengladbach is also doing a good job here. The overall winner claimed second place in this category.

It is no surprise that Hamburg, for instance, finished rock bottom in terms of how the club treats its fans: For years, the restrooms at the stadium were regarded as the dirtiest in the league – but nothing has ever been done about it. At Hannover, where there was a row between the club's management and ultras, catering has been a bone of contention for many years. The same is true in Frankfurt. Bayer Leverkusen has the edge over these clubs in terms of understanding the fans.



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Bayern Munich are now the fans' number one

Now it's a treble: The double-winners come top in a survey of 5,590 fans. High levels of supporter satisfaction at Bayer Leverkusen. All-time low grade for relegated Stuttgart

How I rate my club	1 (2) ↑	2 (5) ↑	3 (7) ↑	4 (1) ↓	5 (4) ↓	6	7 (10) ↑	8 (14) ↑	9	10 (9) ↓	11 (6) ↓	12 (13) ↑	13 (15) ↑	14 (3) ↓	15 (12) ↓	16 (17) ↑	17 (18) ↑	18 (16) ↓
	Bayern	Leverkusen	Dortmund	M'gladbach	Cologne	Ingolstadt	Hertha	Schalke	Darmstadt	Mainz	Augsburg	Bremen	Hoffenheim	Wolfsburg	Frankfurt	Hamburg	Hannover	Stuttgart
TICKETING	2.14	2.09	2.79	1.98	2.25	2.02	2.08	2.53	2.40	2.29	2.67	2.57	2.13	2.21	2.06	2.47	2.37	2.72
Ticket organization	2.06	1.88	3.03	1.78	1.98	1.99	1.94	2.37	2.54	2.47	2.45	2.45	2.06	2.20	1.87	2.46	2.01	2.23
Ticket prices	2.21	2.29	2.54	2.19	2.51	2.04	2.22	2.68	2.26	2.12	2.90	2.69	2.20	2.22	2.26	2.49	2.73	3.22
TRANSPORT	2.22	2.44	2.26	2.35	2.61	2.23	2.32	2.38	2.89	2.91	2.82	2.83	2.59	1.75	2.45	2.91	2.31	2.48
Traffic flow	2.43	2.34	2.17	2.54	2.66	2.63	1.98	2.39	2.34	2.46	2.66	2.40	3.17	1.61	2.03	2.73	2.07	2.46
Parking situation	2.01	2.54	2.34	2.16	2.55	1.82	2.67	2.37	3.44	3.36	2.98	3.25	2.02	1.90	2.87	3.09	2.55	2.49
STADIUM	1.94	1.77	2.45	2.09	2.31	1.88	2.12	2.06	2.82	2.26	2.16	2.11	2.16	2.05	2.44	2.74	2.56	2.22
Admission situation	1.64	1.80	1.94	2.12	2.25	1.96	1.96	2.08	2.25	2.26	1.99	1.83	2.12	1.94	2.36	2.25	2.58	1.95
Signs and directions	1.65	1.76	2.15	1.79	2.23	1.73	1.87	1.99	2.24	2.13	2.02	1.99	2.07	1.74	1.75	2.22	2.06	1.87
Number of restrooms	2.13	1.73	2.67	2.11	2.45	1.97	2.21	2.10	3.49	2.23	2.22	2.32	2.25	2.37	2.73	2.89	2.66	2.55
Cleanliness of restrooms	2.34	1.79	3.06	2.33	2.30	1.86	2.43	2.09	3.31	2.41	2.42	2.30	2.21	2.15	2.92	3.61	2.96	2.49
CATERING	2.08	2.23	2.33	2.39	2.47	2.97	2.67	2.19	2.48	2.75	2.62	3.06	2.65	2.62	2.86	2.94	2.57	2.82
Number of food stands	1.64	1.66	2.17	2.06	2.16	2.56	2.14	1.91	2.77	2.49	2.33	2.66	2.40	2.37	2.18	2.74	2.25	2.53
Range of food and drink	1.75	1.90	2.10	2.08	2.32	3.12	2.20	1.93	2.44	2.63	2.10	3.02	2.51	2.75	2.50	2.51	2.51	2.55
Value for money	2.86	3.12	2.72	3.05	2.92	3.23	3.68	2.73	2.24	3.12	3.42	3.51	3.02	2.73	3.90	3.57	2.95	3.38
EVENT NATURE	2.21	2.21	1.79	2.09	1.74	2.05	2.15	1.80	1.76	2.08	1.90	1.86	2.64	2.33	1.95	2.33	2.78	2.47
Atmosphere	2.14	2.19	1.22	1.45	1.23	1.99	1.80	1.44	1.52	1.48	1.40	1.33	2.63	1.93	1.48	1.75	2.41	1.92
Additional events/activities	2.29	2.24	2.36	2.74	2.25	2.11	2.50	2.15	2.01	2.68	2.40	2.39	2.65	2.73	2.43	2.90	3.15	3.02
CLUB	1.45	1.69	1.39	1.59	1.61	1.81	1.81	2.38	1.63	1.72	1.87	1.92	2.23	3.21	2.64	2.41	3.71	3.78
Board/management	1.29	1.51	1.39	1.33	1.25	1.73	2.12	2.74	1.78	1.73	1.86	2.30	2.08	3.57	3.24	2.59	4.15	4.75
Team	1.39	1.61	1.30	1.66	1.87	1.54	1.76	2.84	1.53	1.84	2.47	2.36	2.31	3.86	2.93	2.82	3.92	4.05
Fans	1.92	1.98	1.29	1.58	1.75	2.11	1.49	1.54	1.25	1.60	1.17	1.19	2.37	2.63	1.33	1.69	2.65	1.75
Club concept	1.21	1.65	1.60	1.81	1.57	1.87	1.86	1.82	1.96	1.71	1.98	1.82	2.15	2.78	3.04	2.51	4.11	4.56
MERCHANDISING	2.09	2.37	2.07	2.50	2.25	2.15	2.39	2.39	2.13	2.37	2.36	2.51	2.26	2.53	2.56	2.94	2.89	2.77
Range of fan items	1.66	2.19	1.75	1.93	1.77	2.04	1.92	2.01	2.07	1.81	2.56	2.42	2.06	2.47	2.00	2.30	2.64	2.49
Value for money	2.45	2.60	2.57	3.19	2.72	2.30	3.05	2.99	2.20	2.73	2.82	2.90	2.45	2.37	3.17	3.15	3.35	3.19
Interest in fan items	2.17	2.31	1.88	2.37	2.26	2.10	2.21	2.19	2.11	2.58	1.72	2.20	2.27	2.75	2.51	3.36	2.69	2.63
IMAGE OF THE CLUB	1.22	2.02	1.30	1.33	1.59	2.11	2.25	2.17	1.61	1.64	1.80	1.54	2.15	3.40	3.25	2.91	3.36	3.94
OVERALL GRADE	1.93	2.05	2.07	2.08	2.12	2.14	2.20	2.24	2.25	2.26	2.27	2.33	2.34	2.50	2.51	2.69	2.84	2.86
May 2015	2.02 (2nd place)	2.15 (5th place)	2.18 (7th place)	1.98 (1st place)	2.14 (4th place)		2.32 (10th place)	2.43 (14th place)		2.21 (9th place)	2.17 (6th place)	2.41 (13th place)	2.45 (15th place)	2.10 (3rd place)	2.34 (12th place)	2.86 (17th place)	2.94 (18th place)	2.74 (16th place)

Photo: picture alliance/dpa



You give everything for the fans. In service, too.

BUNDESLIGA BAROMETER
presented by



— By Axel Hesse

Bayern Munich fans have forgiven Pep Guardiola. Although the Spaniard failed to get past the Champions League semifinals for the third year running, instead of taking umbrage, the fans give him the best grade

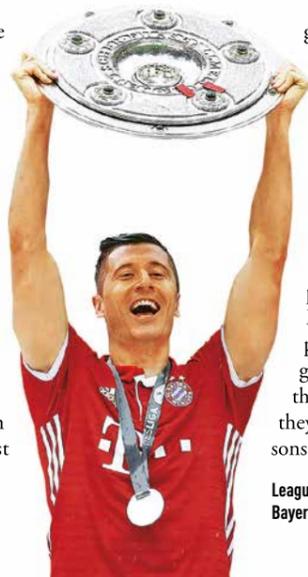
— the crowning glory!

Nuremberg-based Professor Alfons Madeja and his employees conducted the major fan survey for TÜV Rheinland and SPORT BILD for the 13th time. On match days 32, 33 and 34, they surveyed a total of 5,590 fans about their satisfaction with their club before kick-off around the stadiums. For instance, fans in Munich were asked about Bayern, while the questions in Dortmund related to Borussia.

The record title winners took top spot with a grade of 1.93. Bayern became the first club to achieve an overall score of less than 2 for the fourth time. Madeja said: "As well as being consistently strong on the

field, Bayern Munich constantly monitor customer satisfaction, which is why they are also consistently strong in all categories here."

Relegated Stuttgart were cast adrift at the bottom. The sacked Robin Dutt and his management team received the worst



League champion and fan favorite: Bayern star Lewandowski

grade ever of 4.75. To put this in context, the worst possible score the fans could give in the individual ratings is 5! This means that almost every Stuttgart supporter gave Dutt and Co. the worst rating - an unprecedented indictment. Madeja was not surprised: "Stuttgart also got the worst grade in this category last year. But they did not learn any lessons from it."

Bayer Leverkusen's rise continues. Having risen from 15th place in 2014 to 5th place a year ago, the Rhineland club has now climbed to second spot. What lies behind the supporters' scores? "Leverkusen have spent a lot of money on facilities in the stadium. New restrooms, expansion of the catering areas, more stadium entrances, better signage. The fans appreciate this", said Madeja. Indeed: The BayArena scored the best grade in the entire survey (1.77)! The example of Darmstadt shows that fans are not only swayed by sporting success and euphoria. They sprang the biggest surprise of the season by staying

up. In recognition of this, their supporters rewarded the management and team with good grades. However, they realize that their iconic ground is ill-equipped to cope with the demands of the Bundesliga in the long term. A grade of 2.82 for the Böllenfalltor stadium is the worst score in this category. Madeja commented: "This suggests that the fans have a firm grasp of their club's situation. They can distinguish between on-field success and other key factors of the club. Things are different from a few years ago, when the bratwurst always tasted better if the team won. The fans want to enjoy themselves at the stadium, whatever the

result." And they appreciate it when the club sticks to its guns. Like FC Cologne, for instance, where Jörg Schmadtke and his management team actually outscored Bayern, with a magnificent grade of 1.25. Perhaps the Cologne-born Dutt should enroll on a refresher course there...

- Tickets
- Entry
- Stands
- Catering

With the TÜV Rheinland „Certified Service Quality – Sport“ standard, sports clubs are doing everything for their fans!

Wolfsburg's fans show their displeasure at the players' poor displays in the second half of the season by rating them as losers of the year

COLLAPSE
THE FANS' RATING OF WOLFSBURG MANAGER ALLOFS IS TWO GRADES WORSE THAN IN 2015



Photos: picture alliance/dpa (3), Dierfeld, private

What today's fans want

COMMENT



PROF. ALFONS MADEJA
BUNDESLIGA BAROMETER

The new Bundesliga Barometer believes the view that success on the pitch is enough to keep fans happy and the infrastructure is taken for granted. Fans' expectations have changed in the last few years. They are no longer happy simply to watch their team play – and preferably win. These days, they want a good all-round experience, especially if the team is struggling. This changed attitude makes infrastructure management, i.e. everything that happens around the game, from ticketing and catering to merchandising – increasingly important. For instance, fans of the Bundesliga clubs give the importance of service quality a grade of 1.84, and therefore rate it even more highly than success on the pitch (1.87).

This opens up new income potential for the clubs. If they achieve the right blend of service quantity and quality, this can help to make commercial success less dependent on sporting success. The essential requirement here is professional management which understands that satisfied fans represent a crucial asset for their club. There is absolute equality of opportunity between the clubs here, not least because they are not in competition with each other in terms of service quality. Therefore, instead of complaining, clubs should recognize their opportunities and take them!

What club bosses say about the fans' ratings

Bayern's Rummenigge is delighted with top marks from fans!
Wolfsburg satisfied despite collapse

BUNDESLIGA BAROMETER
presented by



— By Axel Hesse

As if the swift decline from second place in the Bundesliga a year ago to eighth spot were not bad enough for VfL Wolfsburg, they have now been given a slap in the face by their own fans. In the major Bundesliga Barometer for TÜV Rheinland and SPORT BILD, the supporters' ratings have caused their club to plummet from third place a year ago to 14th (see

SPORT BILD 22/2016 for full details).

Sporting director Klaus Allofs and his managerial colleagues have been punished with a grade that is two points worse than in 2015 (3.57 compared with 1.69). The rating of the club's image (3.4 compared with 2.78) has also plunged rapidly. Wolfsburg's managing director Thomas Röttgermann said: "The rating from our fans shows the strong emotional attachment to the team and its performance. However, the grades also reflect the fact the our supporters remain really satisfied with the service and facilities at Wolfsburg as well as the stadium experience. In our view, this is a positive sign, even though we received a worse overall grade than last year." Individu-

FAN POLL: TUCHEL BETTER THAN GUARDIOLA

Pl.	Coach (club)	Ave.-grade
1.	Thomas Tuchel (Dortmund)	1.25
2.	Peter Stöger (Cologne)	1.27
3.	Pep Guardiola (Bayern Munich)	1.46
4.	Dirk Schuster (Darmstadt)	1.52
5.	Martin Schmidt (Mainz)	1.54
6.	Julian Nagelsmann (1899)	1.56
7.	Roger Schmidt (Leverkusen)	1.60
8.	Pal Dardai (Berlin)	1.76
9.	Ralph Hasenhüttl (Ingolstadt)	1.79
10.	Bruno Labbadia (Hamburg)	1.91
11.	Markus Weinzierl (Dortmund)	1.93
12.	André Schubert (Borussia Mönchengladbach)	2.07
13.	Niko Kovac (Frankfurt)	2.24
14.	Viktor Skripnik (Bremen)	2.26
15.	Daniel Stendel (Hannover)	2.50
16.	André Breitenreiter (Schalke)	2.65
17.	Dieter Hecking (Wolfsburg)	3.47
18.	Jürgen Kramny (Stuttgart)	3.83

The table shows how fans rate the coach of their favorite club



This is what satisfied fans look like! Bayern Munich supporters are delighted with top service as well as regular wins

al aspects such as the transport situation (1.75 compared with 1.81) actually received a better score. This shows just how engaged the fans are with their club.

That is why the bosses of Bayern Munich are so proud to come out on top after being runners-up last year. CEO Karl-Heinz Rummenigge said: "We are delighted. Top spot is always our target. And coming first in several categories in a survey of fans is a won-

derful accolade for the whole club. We aim to achieve success on the pitch for the fans, and also to position ourselves successfully off it." The club treats its supporters particularly well in service-oriented categories such as catering and transport, receiving top grades.

By contrast, nothing at all was acceptable in Stuttgart. There is no doubt that relegation is the reason why the club came bottom of the fan ratings. The fact that recently-sacked sporting

director Robin Dutt and his fellow board members received the worst management grade ever in the survey (4.75) reveals the extent of the dissatisfaction. "Of course, the result is disappointing to us. But given our performance last season, it is understandable that the fans are unhappy", admitted Stuttgart director Jochen Röttgermann.



FLOP

Stuttgart sporting director Dutt received the worst grade ever, and had to go



Fickle fans: Young Stuttgart fans mocking their club

"Good service creates a good atmosphere"

Five questions for Michael Weppler, Executive Vice President at TÜV Rheinland

What is service quality in sports?

As a fan, I want to be taken seriously and experience a positive sports event. How easily can I get to the stadium and how quickly do I get my drink? Everything revolving around the game itself is the service quality that measurably influences the overall fan experience.

What can the clubs do towards this?

A club aware of quality has its service firmly under control. Its goal is to deliver a level of service quality that is in no way inferior to the performance of the team. For instance, the club ensures waiting times are short and staff are qualified.

Why is this important?

On the day of the game with friends or family in the stadium, I want to have fun and feel safe. However, a club with high service standards also considers aspects such as the collaboration with sponsors and suppliers. No club in Germany's Bundesliga soccer league can survive financially on soccer games alone. Merchandising or fan worlds also contribute to the success.

What do fans gain from good service?

Good service creates a good atmosphere, ensures a unique experience and every euro spent on the ticket was worth it. The spectators like to come again.

How can sports clubs improve?

Every club can increase the quality of its service in a targeted and sustained manner. Hygiene, safety and friendliness are not a matter of chance; they can be planned. With its "Certified Service Quality – Sport" standard, TÜV Rheinland lays the foundations for a high level of service quality in the German Bundesliga soccer league. Clubs such as FC Bayern Munich, FC Cologne and Bayer 04 Leverkusen are already certified in accordance with this standard. The certification also offers larger amateur soccer clubs the opportunity to improve their service in a sustained manner.



Michael Weppler



Certified Service Quality – Sport

From left to right: Executive Vice President Systems TÜV Rheinland Group Michael Wepler, FC Bayern München AG Executive Vice Chairman Jan-Christian Dreesen, FC Bayern München AG Executive Board Chairman Karl-Heinz Rummenigge, Chairman of the Executive Board of Management TÜV Rheinland AG Dr. Michael Fübi, Member of the Managing Board SLC Management GmbH Prof. Alfons Madeja, Managing Director TÜV Rheinland Cert GmbH Gabriele Rauße



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